FSF
FUTURE SKILLS FRAMEWORK
MALAYSIA

Future Skills Framework

for the Malaysian Financial Sector

An industry initiative by

AICB

Asian Institute of Insurance
(Formerly known as Malaysian Insurance Institute)

IBFIM

Affiliate Partner

ASIAN BANKING SCHOOL

In collaboration with

MINISTRY OF HUMAN RESOURCES

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How to Use

Future-Proofing Talent for a Sustainable Malaysian Financial Sector Workforce

Finance and insurance play an indispensable role in supporting the economic performance of Malaysia, contributing an estimated 6.7% to GDP in 2024, with growth of 4.7% forecast for 2025[1]. As the financial services sector continues to expand, employing 167,434 workers as at the end of 2024[2], the development of a high-calibre and resilient talent pipeline is crucial for the sector to thrive successfully into the future. Given the constantly evolving nature of jobs, the purpose of the FSF is to future-proof talent through upskilling and reskilling interventions that promote skills mastery and continuous learning.

The FSF was officially launched on 22 July 2024. It is a financial sector-led initiative that constitutes a single point of reference on job roles and skills, aligning with sector needs for the next 3 years. The FSF details out career development pathways for those working or aspiring to work in the sector and capacity-building programmes for the acquisition of vital skills.

Financial institutions (FIs) can customise the FSF to meet their own unique requirements. The FSF serves as a guide for further validation and strategic planning against their organisational vision, corporate values, operating models and skill requirements. The framework will be updated periodically for relevance.

In line with the Bank Negara Malaysia (BNM) Financial Sector Blueprint 2022 – 2026, the FSF facilitates:

1. Identification of emerging jobs and skills in-demand
2. Job-skills matching
3. Lifelong skills mastery
4. Identification of career pathways
5. Development of a high-quality capacity-building ecosystem
6. Inter-operations with national initiatives on skills development

Multiple stakeholders will be able to make informed decisions in the enhancement of talent capabilities:

Financial Sector Employees and Job Aspirants can obtain insights into the future skills that are required and the suitable capacity-building programmes to enhance skills

Financial Sector Employers can obtain clarity on how job roles will shift in size and nature, and therefore, better manage supply and demand in the employment landscape

Capacity-Building Providers can obtain guidance in developing relevant and practical curricula to more effectively support learners

Government Agencies can obtain guidance in formulating targeted development initiatives and provide input on further developing the workforce

Source:
[1] Ministry of Finance, Malaysia: Economic Outlook 2025 (Oct 2024)
[2] BNM: Labour Market Indicators for the Financial Services Sector, Monthly Highlights and Statistics (Dec 2024)

Click here to view the 'FSF Glossary' for key definitions.

7 Financial Services Sub-Sectors

- **Retail Banking**
- **Islamic Retail Banking**

Provision of personal banking and financial planning services to individual customers

- **Corporate and Commercial Banking**
- **Islamic Corporate and Commercial Banking**

Provision of business banking services to corporate customers

- **Investment Banking**
- **Islamic Investment Banking**

Provision of services to facilitate the creation or trading of financial capital on behalf of individuals, corporations or governments

- **Development Financial Institutions**

Provision of services to develop and promote key sectors that are considered of strategic importance to the overall socio-economic development objectives

- **Digital Banking**
- **Islamic Digital Banking**

Provision of services to the unserved and underserved market wholly or almost wholly through digital or electronic means

- **Insurance**
- **Takaful**

Provision of contracts as a means of protection against the risk of a contingent or uncertain loss

- **Digital Insurance***
- **Digital Takaful***

Provision of services to address critical protection gaps by serving the unserved and underserved market wholly or almost wholly through digital or electronic means

Financial institutions and professionals conducting regulated activities as specified by the Capital Markets and Services Act 2007 are advised to refer to the Industry Competency Framework of the Securities Industry Development Corporation for the relevant competencies and recommended capacity-building programmes.

Note: *Job roles under digital insurance and digital takaful are provisional and will be validated with the sub-sectors once licenses are issued.

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Key Trends

6 Key Trends Impacting the Malaysian Financial Sector Workforce

Customer-Centricity: Understanding and meeting customer needs throughout their journeys and interactions with the business

Employee-Centricity: Creating a positive workplace environment that prioritises employee well-being, satisfaction, performance and productivity

Sustainability: Embedding Environmental, Social and Governance (ESG) factors to align business practices with national agendas and goals

Digital Transformation: Leveraging technology to improve and streamline business operations and enhance customer experiences

Generative Artificial Intelligence (GenAI): Integrating deep learning technologies for automation and original content creation to boost productivity

Cybersecurity: Implementing measures to protect against digital threats

Click here to view the 'FSF Glossary' for key definitions.

Key Outcomes

14 Job Clusters

Sales and Distribution Channels *(11 job roles)*	**Supply Chain and Procurement Management** *(6 job roles)*
Customer Relations and Advisory Services *(11 job roles)*	**People Advisory and Solutions** *(16 job roles)*
Actuarial Management *(3 job roles)*	**Branding, Marketing and Communications** *(11 job roles)*
Product Innovation and Management *(4 job roles)*	**Sustainability Management** *(2 job roles)*
Integrated Operations Management *(22 job roles)*	**Islamic Finance and Shariah Advisory** *(3 job roles)*
Digital, Data and IT Operations *(37 job roles)*	**Legal and Corporate Secretarial Services** *(3 job roles)*
Finance Management and Operations *(11 job roles)*	**Governance, Risk and Compliance** *(21 job roles)*

161 Job Roles

10 Prime and 2 Power Skills Clusters

142 Prime Skills

Technical skills of priority that are job role-specific

Branding and Communications *(3 skills)*	**Customer Experience Management** *(6 skills)*
Digital and Data Integration *(25 skills)*	**Financial Products and Services** *(12 skills)*
Growth and Partnerships *(12 skills)*	**Investment and Financial Management** *(25 skills)*
People Management and Development *(13 skills)*	**Procurement Management** *(5 skills)*
Risk Management, Governance and Regulatory Compliance *(31 skills)*	**Sustainable Finance and Insurance** *(10 skills)*

15 Power Skills

Fundamental skills required for all job roles, complementing Prime Skills

Innovation and Delivery *(9 skills)*	**Social Intelligence** *(6 skills)*

157 Skills

Click here to view the 'FSF Glossary' for key definitions.

Key Findings

4 Key Findings

Click on each 'Key Finding' to view details.

1 **11% of job roles are emerging**

2 **22% of job roles are evolving**

3 **81% of job roles require the prime skill of data collection and analytics**

4 **Each job role requires all 15 power skills**

Click here to view the 'FSF Glossary' for key definitions.

1 11% of job roles are emerging

Back to Key Findings Overview

About

Emerging roles are defined as roles that are arising in response to changes in technology and other industry trends. These are roles that currently:

- Exist in other industries (e.g., FinTech, technology companies); and/or
- Not commonly seen across financial institutions in Malaysia

11% of 161 job roles are emerging and they are within the following 5 job clusters:

- **Digital, Data and IT Operations (9 roles):**
  Integrating frontier technologies by adopting non-conventional financial sector roles prevalent in FinTech and technology companies
- **People Advisory and Solutions (4 roles):**
  Integrating and empowering diverse generations in the workforce to take charge of their careers, fostering a culture of wellness and flexibility, and employing technology to boost productivity and insights
- **Branding, Marketing and Communications (2 roles):**
  Addressing the demands of the digitally advanced generations by identifying fit-for-purpose technology for customer acquisition and retention and monitoring the performance of marketing tools
- **Customer Relations and Advisory Services (1 role):**
  Bridging customer needs for unified solutions by creating seamless experiences through strategic partnerships and integrated platforms for enhanced user experiences and satisfaction
- **Supply Chain and Procurement Management (1 role):**
  Supporting the FIs' internal sustainability objectives and goals by ensuring sustainability is embedded in the procurement processes and selection criteria for strategic partners and third party vendors

17 Emerging Job Roles*

Digital, Data and IT Operations Job Cluster

1. Cloud Architecture
2. Integration Architecture
3. Cloud Engineering
4. Platform Engineering
5. Infrastructure and Network Engineering
6. Software Engineering
7. Artificial Intelligence/ Machine Learning
8. Artificial Intelligence/ Machine Learning Operations
9. Robotics Process Automation

People Advisory and Solutions Job Cluster

10. Sustainability and Employee Wellbeing
11. Career Advisory
12. Digital Transformation and Adoption
13. Workforce Analytics

Branding, Marketing and Communications Job Cluster

14. Marketing Technology
15. Multimedia Design

Customer Relations and Advisory Services Job Cluster

16. Community Partnership

Supply Chain and Procurement Management Job Cluster

17. Sustainable Procurement

Note: *The roles listed are in no particular order of priority.

2 22% of job roles are evolving

Back to Key Findings Overview

About

22% of 161 job roles are evolving, whereby the nature of the roles is changing to include any of the following:

- **Provide strategic direction and advice**
  Financial professionals are increasingly expected to extend their focus beyond number-crunching and reporting to become key strategic advisors who influence stakeholder decisions with insights on market trends, competitive analysis and financial implications to guide long-term benefits and success. This involves a deep understanding of customer needs, market dynamics, the competitive landscape and the regulatory environment to shape strategy.
- **Drive the sustainability agenda across the organisation**
  Financial roles are expanding to incorporate sustainability, requiring integration of environmental, social and governance (ESG) considerations into their decision-making processes and financial practices, such as product development and risk management. For instance, a FI might develop green finance products that support renewable energy projects or adopt stricter lending policies that consider the environmental impact of the projects they finance.
- **Collaborate with the broader ecosystem beyond financial institutions**
  Financial roles demand active collaboration with the broader ecosystem, including customer interaction, fintech partnerships and regulatory engagement to foster innovation and resilience in the financial system.
- **Identify and utilise emerging technologies relevant to the industry**
  Financial professionals must be adept at identifying and leveraging new technologies that can enhance efficiency, reduce costs and create new business opportunities. All 161 job roles require at least 1 skill from the Digital and Data Integration prime skills cluster.

36 Evolving Job Roles*

Integrated Operations Management Job Cluster (10 roles)
1. Know Your Customer/Customer Due Diligence
2. Customer Service Support
3. Underwriter
4. Claims Management
5. Credit and Lending
6. Transaction Operations
7. Investment Operations and Securities Services
8. Treasury Operations
9. Project Management and Change Experience
10. Operations and Process Excellence

Customer Relations and Advisory Services Job Cluster (6 roles)
11. Branch Service
12. Customer Service
13. Digital Service
14. Relationship Management
15. Business Coaching and Training
16. Customer Experience

Governance, Risk and Compliance Job Cluster (3 roles)
17. Sustainability Risk
18. Technology and Information Security Risk
19. Technology and Information Security Audit

Sales and Distribution Job Cluster (2 roles)
20. Agency
21. Digital and Affinity

Product Innovation and Management Job Cluster (2 roles)
22. Segment Strategy and Acquisition
23. Industry Advisory and Solutions

Supply Chain and Procurement Management Job Cluster (2 roles)
24. Vendor Management
25. Procurement Digitalisation/Transformation

Branding, Marketing and Communications Job Cluster (2 roles)
26. Corporate Communications
27. Corporate Event Management

People Advisory and Solutions Job Cluster (2 roles)
28. Organisational Design and Workforce Management
29. HR Business Advisory

Sustainability Management Job Cluster (2 roles)
30. Sustainability Strategy
31. Sustainability Engagement and Reporting

Islamic Finance and Shariah Advisory Job Cluster (2 roles)
32. Shariah Advisory and Research
33. Shariah Talent Development

Digital, Data and IT Operations Job Cluster (1 role)
34. Enterprise Architecture

Finance Management and Operations Job Cluster (1 role)
35. Tax Management

Legal and Corporate Secretarial Services Job Cluster (1 role)
36. Corporate Secretarial

Note: * The roles listed are in no particular order of priority.

3 81% of job roles require the prime skill of data collection and analytics

Back to Key Findings Overview

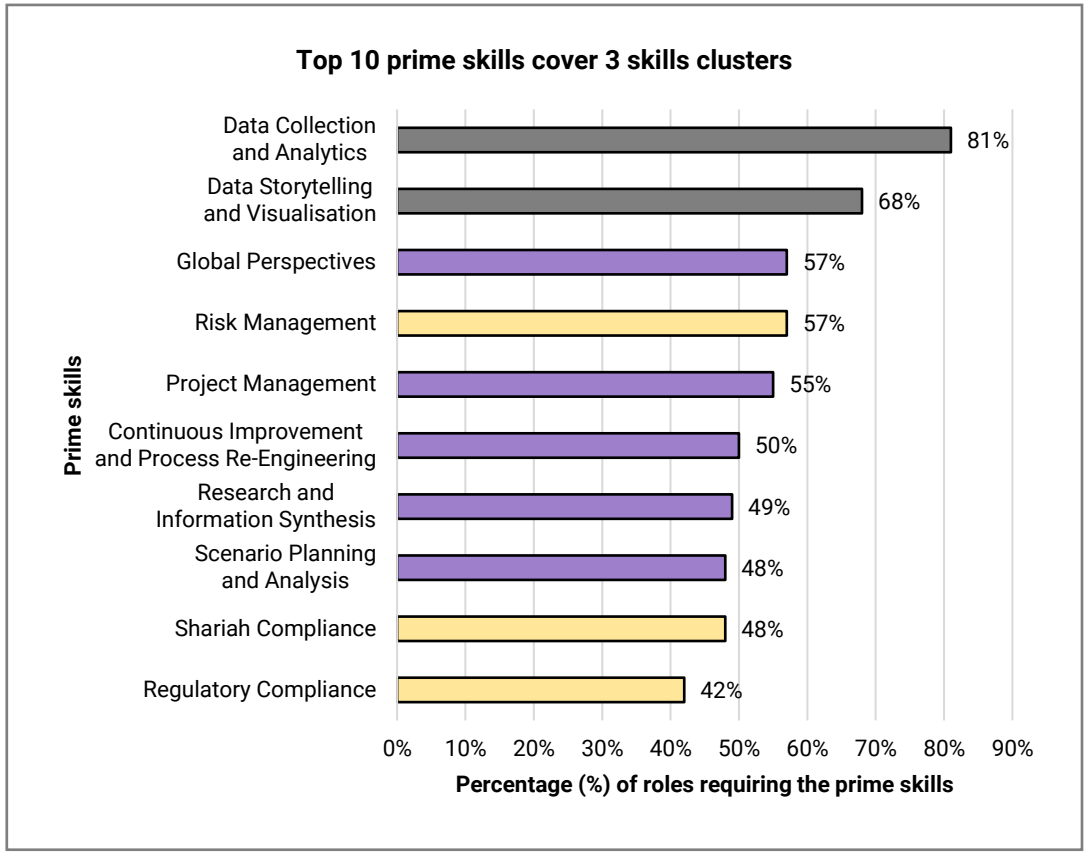
About

Prime skills are defined as technical skills of priority that are job-role specific.

81% of 161 job roles require the prime skill of Data Collection and Analytics, which is within the Digital and Data Integration skills cluster.

Out of 142 prime skills, the top 10 skills are within 3 skills clusters: Digital and Data Integration, Growth and Partnerships, and Risk Management, Governance and Regulatory Compliance. These skills are critical for the financial sector to:

- Facilitate informed decision-making through rigorous research, synthesis of information and data analysis of market conditions and customer needs, with the ability to anticipate future trends and potential risks
- Translate and communicate complex information into insightful narratives that drive strategic actions to support sustainable growth and competitiveness
- Execute strategic projects efficiently and foster a culture of innovation and operational excellence
- Enable FIs to understand and enter new markets, taking into account cultural and economic differences
- Navigate complex regulatory environments by ensuring adherence to ethical standards and regulatory requirements, which are essential for maintaining trust and integrity in financial markets and maintaining a positive reputation
- Ensure that financial products, services and operations are aligned with Shariah practices, which is a key differentiator for the Malaysian financial sector



Legend:

- Digital and Data Integration Skills Cluster
- Growth and Partnerships Skills Cluster
- Risk Management, Governance and Regulatory Compliance Skills Cluster

4 Each job role requires all 15 power skills

Back to Key Findings Overview

About

Power skills are defined as fundamental skills, complementing prime skills.

All 15 power skills are required for each of the 161 job roles. These skills are key for talent success in self-management and interpersonal interactions as they enable individuals to:

- Navigate and thrive in a rapidly evolving industry characterised by market volatility and transformative trends
- Drive and adapt to organisational changes to ensure responsiveness to new direction and strategies
- Gain a deep understanding of the financial landscape to facilitate informed and strategic decision-making
- Respond to customer needs through a proactive, empathetic and solution-oriented approach that fosters long-term loyalty
- Address complex challenges by leveraging technology efficiently and prioritising long-term social impacts
- Forge strong teams and promote the exchange of knowledge to enhance the collective expertise of the organisation
- Maintain harmonious relationships and achieve favourable outcomes in stakeholder interactions

Power skills are increasingly recognised by employers as enablers for individuals to adapt to change and transition to different roles when needed. As such, power skills are no longer considered mere 'soft skills' but are recognised as key components of effective self- and team-leadership. Unlike prime skills, which can often be acquired through formal education and on-the-job training, the development of power skills involves a deeper, more intricate process that extends beyond conventional education and training.

Among the 15 power skills, the following 5 were assessed as having the largest gaps within FIs[1]:

- Critical Thinking
- Innovative Thinking
- Communication
- Digital Fluency
- Problem-solving

15 Power Skills[2]

Innovation and Delivery Skills Cluster

1 Adaptability and Resiliency	2 Business Acumen	3 Change Management
4 Critical Thinking	5 Digital Fluency	6 Innovative Thinking
7 Learning Agility	8 Problem-Solving	9 Sustainability Awareness

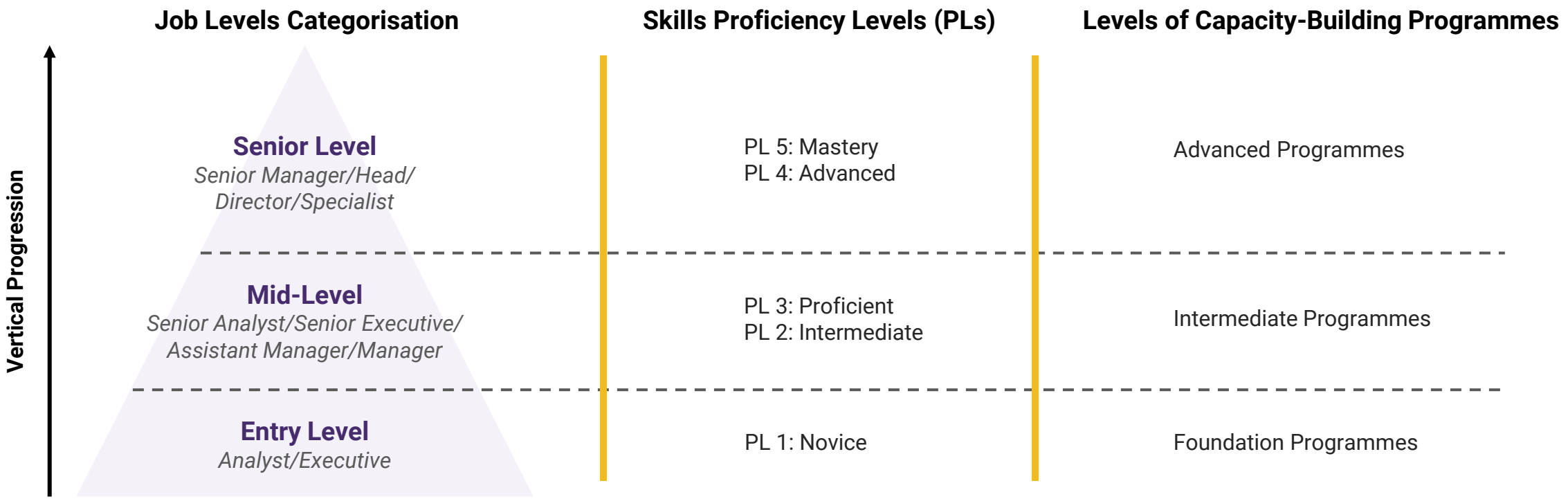
Social Intelligence Skills Cluster

10 Coaching and Mentoring	11 Collaboration	12 Communication
13 Conflict Management	14 Empathy	15 Influencing and Negotiating

Skills with the largest gaps

Note: [1]Results obtained from feedback provided by participants during the validation workshops; [2]The skills listed are in no particular order of priority.

This section features 161 job roles, covering the skills required and potential career pathways.
The mapping below serves as a guide for FIs to customise skills proficiency levels (PLs) and capacity-building programmes based on job levels.



Note:

1. Job roles are categorised based on the above job levels.
2. Career pathways comprise:
   - Vertical progression from one job level to the next, based on an employee's performance; and
   - Movements to job roles within the same job cluster or to other job clusters, based on adjacent skill sets (≥60% match in the combined prime and power skills required) and common practices among FIs.
3. An employee's career mobility is subject to the respective FI's talent policies and business needs.

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Skill Proficiency Level Description

No.	Proficiency Level	Job Level	Description
1	Novice	Entry Level	• Basic knowledge and understanding of the subject • While having limited experience, shows initiative and capacity to work independently on basic assignments, seeking guidance as needed • Capable of performing routine tasks
2	Intermediate	Mid-Level	• Moderate level of knowledge and understanding of the subject • Has moderate experience of the subject to perform tasks independently with some degree of confidence, but still requires assistance with the more complex aspects
3	Proficient		• In-depth knowledge and experience of the subject to effectively handle tasks of all levels of complexity with ease and minimal errors • Has strong ability to analyse and solve problems within the domain • Able to lead and manage the subject area
4	Advanced	Senior Level	• Comprehensive knowledge and understanding of the subject • Has high-level experience to handle complex tasks and challenges independently to make well-informed decisions • Able to coach others in the subject area
5	Mastery		• Extensive knowledge and experience of the subject to adapt to new contexts and situations • Able to tackle the most challenging and nuanced issues • Highly recognised by peers, colleagues and community for the subject area • Able to influence at the highest levels of the organisation

14 Financial Services Job Clusters

1 Sales and Distribution Channels

Manage and grow organisation's sales and distribution channels, ensuring efficient product distribution, expand market reach and enhance customer satisfaction

Job Roles:
1. Direct Sales
2. Banca
3. Banca Management
4. Product Sales
5. Agency
6. Agency Management
7. Broking
8. Broking Management
9. Digital and Affinity
10. Business Development
11. Business Management

2 Customer Relations and Advisory Services

Manage customer relationships, providing guidance and support to enhance their experience with the organisation's product and services

Job Roles:
1. Branch Services
2. Customer Service
3. Digital Service
4. Relationship Management
5. Financial Advisory
6. Investment Advisory and Execution
7. Business Coaching and Training
8. Complaints Management
9. Customer Experience
10. Community Partnership
11. Quality Assurance

3 Actuarial Management

Develop and utilise complex statistical models to assess , predict and manage financial risks associated with insurance policies and practices

Job Roles:
1. Pricing
2. Reinsurance
3. Reserving

4 Product Innovation and Management

Develop and manage innovative products and services based on customer demands and product lifecycle to drive revenue growth

Job Roles:
1. Segment Strategy and Acquisition
2. Industry Advisory and Solutions
3. Product Management
4. Product Development

5 Integrated Operations Management

Coordinate and optimise various operational functions to ensure seamless and efficient workflows across the organisation

Job Roles:
1. Know Your Customer (KYC)/Customer Due Diligence (CDD)
2. Client/Account Management
3. Business Process Support
4. Branch Operations
5. Customer Service Support
6. Collection Operations
7. Underwriter
8. Risk Surveyor/Engineering
9. Policy Management
10. Claims Management
11. Claims Adjuster/Claim Investigation
12. Third Party Management
13. Credit and Lending
14. Card Operations
15. Transaction Operations
16. Collection and Recovery Operations
17. Investment Operations and Securities Services
18. Trade Finance Operations
19. Treasury Operations
20. Risk and Control Management
21. Project Management and Change Experience
22. Operations and Process Excellence

Click on each job cluster to view details.

14 Financial Services Job Clusters

6 Digital, Data and IT Operations

Develop and implement digital strategies, leveraging technology, data analytics and system infrastructure for business growth and operations in digital landscape

Job Roles:

1. Enterprise Architecture
2. Infrastructure Architecture
3. Software Architecture
4. Data Architecture
5. Cloud Architecture
6. Security Architecture
7. Business Architecture
8. Solution Architecture
9. Integration Architecture
10. Platform Engineering
11. Data Engineering
12. Cloud Engineering
13. Infrastructure and Network Engineering
14. Software Engineering
15. Artificial Intelligence/Machine Learning
16. Artificial Intelligence/Machine Learning Operations
17. Robotics Process Automation (RPA)
18. Digital Experience Design (UI/UX)
19. Infrastructure and Network Management
20. Software and Application Management
21. Infrastructure, Software and Application Management
22. Data Governance
23. Data protection
24. Data Quality
25. Data Centre Operations
26. Database Administration
27. Business Intelligence
28. Data Science
29. Cybersecurity Threat Intelligence
30. Security Monitoring and Incident Response
31. Vulnerability Management
32. Access Management
33. Transformation and IT Project Management
34. Business Analysis
35. Service and Change Management
36. IT Services and Solutions
37. Strategic IT Operations

7 Finance Management and Operations

Analyse and manage various financial aspects, including financial reporting, analysis, budgeting, forecasting and tax compliance for accurate and sustainable financial health

Job Roles:

1. Financial Planning and Analysis
2. Management Reporting
3. Financial and Statutory Reporting
4. Finance Business Partner
5. Treasury Management
6. Finance Transformation
7. Finance Systems
8. Finance Policy Management
9. Tax Management
10. Finance Operations
11. Shared Services and 3rd Party Ecosystems

8 Supply Chain and Procurement Management

Negotiate contracts, manage vendor relationships, analyse supply markets and optimise purchasing processes in the best interest of the organisation

Job Roles:

1. Category, Sourcing, Tender and Contract Management
2. Tactical Buying (Spot Buy)
3. Vendor Management
4. Procurement Digitalisation/Transformation
5. Procurement Governance and Continuous Improvement
6. Sustainable Procurement

9 People Advisory and Solutions

Recruit, develop and foster a skilled and engaged workforce and maintain positive employee relations for attraction and retention of top talents

Job Roles:

1. People Strategy
2. Organisational Design and Workforce Management
3. HR Business Advisory
4. Sustainability and Employee Wellbeing
5. Culture and People Engagement
6. Learning and Development
7. Leadership Development and Succession Planning
8. Career Advisory
9. Workforce Mobility
10. Digital Transformation and Adoption
11. Workforce Analytics
12. HR Operations (Shared Services)
13. Employee Relations, Industrial Relations and Governance
14. Compensation and Benefits
15. Talent Sourcing and Recruitment
16. Performance Management

Click on each job cluster to view details.

14 Financial Services Job Clusters

10 Branding, Marketing and Communications

Build a cohesive brand identity, develop targeted marketing initiatives and manage effective communication to enhance the organisation's reputation and market position

Job Roles:
1. Corporate Communications
2. Branding
3. External Communications, PR and Media Relations
4. Internal Communications and Engagement
5. Marketing Strategy
6. Digital Marketing
7. Product Marketing
8. Market Research and Customer Insights
9. Marketing Technology
10. Corporate Events Management
11. Multimedia Design

11 Sustainability Management

Develop and implement sustainable solutions to address environmental, social and economic challenges

Job Roles:
1. Sustainability Strategy
2. Sustainability Engagement and Reporting

12 Islamic Finance and Shariah Advisory

Provide advisory services on financial transactions and products that are in line with Islamic ethical guidelines and standards

Job Roles:
1. Shariah Advisory and Research
2. Shariah Committee Secretariat
3. Shariah Talent Development

13 Legal and Corporate Secretarial Services

Provide legal and corporate secretarial advisory and services to assist the organisation in maintaining adherence to laws and regulations and ensuring effective corporate governance

Job Roles:
1. Legal Advisory
2. Corporate Secretariat
3. Administrative Support

14 Governance, Risk and Compliance

Establish effective governance structures, manage risks and ensure adherence to regulatory requirements including audit

Job Roles:
1. Enterprise Management
2. Risk Modelling and Validation
3. Credit Risk
4. Market and Liquidity Risk
5. Operational Risk
6. Shariah Risk
7. Sustainability Risk
8. Technology and Information Security Risk
9. Business Continuity
10. Compliance Oversight and Advisory
11. Compliance Monitoring and Surveillance
12. Regulatory Compliance
13. Market Conduct Surveillance
14. Shariah Review
15. Anti-Money Laundering/Counter Financing of Terrorism/Counter Proliferation Financing
16. Anti-Bribery and Corruption
17. Fraud Management
18. Audit Strategy and Governance
19. Business and Operations Audit
20. Technology and Information Security Audit
21. Shariah Audit

Click on each job cluster to view details.

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Sales and Distribution Channels Job Cluster

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales (1 2 3 4)	(B) Agency (6)	Agency Management (6)
Broking (6)	Broking Management (6)	(B) Digital and Affinity (6 7)	Business Development (1 2 3 4 5)	Business Management (1 2 3 4 5)	

Note: Job Roles mentioned in this Job Cluster apply to branch, regional and/or head office.

Legend: (A) Emerging Role (B) Evolving Role

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   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Direct Sales**
Job Purpose	Offer individual and corporate customers financial products and services while fostering customer-centric relationships

Job Description

- Lead interactions with potential customers to offer policies and certificates
- Promote tailored policies and certificates to potential customers based on needs and goals
- Utilise various digital and non-digital channels to generate leads (e.g., referrals, networking events, telemarketing)
- Establish relationships with customers to offer appropriate policies and certificates and increase sales revenue and customer acquisitions

Prime Skills

Account Management	Customer Experience Design	Data Collection and Analytics	Product Advisory
Business Opportunities Development	Customer Profiling	Marketing	Project Management

Career Pathways

Customer Acquisition and Retention Management	Customer Relationship Management	Personal Finance Advisory	Quality Assurance

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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- Establish relationships with customers to offer appropriate policies and certificates and increase sales revenue and customer acquisitions

Prime Skills

- Sales Strategy
- Sales Target Management

Career Pathways

- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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5. Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Direct Sales**
- **Banca** — 1 2 4 6 7
- **Banca Management** — 1 2 4 6 7
- **Product Sales** — 1 2 3 4
- B **Agency** — 6
- **Agency Management** — 6
- **Broking** — 6
- **Broking Management** — 6
- B **Digital and Affinity** — 6 7
- **Business Development** — 1 2 3 4 5
- **Business Management** — 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
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   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Direct Sales**
Job Purpose	Offer individual and corporate customers financial products and services while fostering customer-centric relationships

Job Description

- Lead interactions with potential customers to offer policies and certificates
- Promote tailored policies and certificates to potential customers based on needs and goals
- Utilise various digital and non-digital channels to generate leads (e.g., referrals, networking events, telemarketing)
- Establish relationships with customers to offer appropriate policies and certificates and increase sales revenue and customer acquisitions

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	B Customer Service 1 2 3 4 5 6 7	B Digital Service 1 2 3 4 5 6 7	B Relationship Management 1 2 3 4 5 6 7			Financial Advisory				Investment Advisory and Execution			
Business Coaching and Training	Complaints Management 1 2 3 4 5 6 7	Customer Experience	A Community Partnership 1 2 3 4 5 6 7			Quality Assurance							

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Direct Sales**
Job Purpose	Offer individual and corporate customers financial products and services while fostering customer-centric relationships

Job Description

- Lead interactions with potential customers to offer policies and certificates
- Promote tailored policies and certificates to potential customers based on needs and goals
- Utilise various digital and non-digital channels to generate leads (e.g., referrals, networking events, telemarketing)
- Establish relationships with customers to offer appropriate policies and certificates and increase sales revenue and customer acquisitions

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Direct Sales**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca**
Job Purpose	Provide bank customers with insurance/takaful products and services while fostering customer-centric interactions

Job Description

- Promote and distribute insurance/takaful policies and certificates to customers through the various channels in the banks (e.g., phone calls, in-person meetings, digital platforms)
- Provide tailored insurance/takaful solutions that align with customer financial needs and goals
- Build and maintain relationship with customers to offer appropriate insurance/takaful policies and certificates
- Actively participate in the bank's sales and promotion activities to maximise policy sales

Prime Skills

- Account Management
- Customer Experience Design
- Data Collection and Analytics
- Personal Finance Advisory

Career Pathways

- Business Opportunities Development
- Customer Profiling
- Marketing
- Product Advisory
- Customer Acquisition and Retention Management
- Customer Relationship Management
- Partnership Management
- Project Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca**
Job Purpose	Provide bank customers with insurance/takaful products and services while fostering customer-centric interactions

Job Description

- Promote and distribute insurance/takaful policies and certificates to customers through the various channels in the banks (e.g., phone calls, in-person meetings, digital platforms)
- Provide tailored insurance/takaful solutions that align with customer financial needs and goals
- Build and maintain relationship with customers to offer appropriate insurance/takaful policies and certificates
- Actively participate in the bank's sales and promotion activities to maximise policy sales

Prime Skills

- Quality Assurance
- Shariah Compliance

Career Pathways

- Sales Strategy
- Sales Target Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca**
Job Purpose	Provide bank customers with insurance/takaful products and services while fostering customer-centric interactions

Job Description

- Promote and distribute insurance/takaful policies and certificates to customers through the various channels in the banks (e.g., phone calls, in-person meetings, digital platforms)
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1, 2, 4, 6)	Banca	Banca Management (1, 2, 4, 6, 7)	Product Sales	(B) Agency (6)	Agency Management (6)
Broking (6)	Broking Management (6)	(B) Digital and Affinity (6, 7)	Business Development	Business Management	

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca**
Job Purpose	Provide bank customers with insurance/takaful products and services while fostering customer-centric interactions

Job Description

- Promote and distribute insurance/takaful policies and certificates to customers through the various channels in the banks (e.g., phone calls, in-person meetings, digital platforms)
- Provide tailored insurance/takaful solutions that align with customer financial needs and goals
- Build and maintain relationship with customers to offer appropriate insurance/takaful policies and certificates
- Actively participate in the bank's sales and promotion activities to maximise policy sales

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Branch Service
- B **Customer Service** (1 2 3 4 5 6 7)
- B **Digital Service** (1 2 3 4 5 6 7)
- B **Relationship Management** (1 2 3 4 5 6 7)
- **Financial Advisory** (1 2 3 4 6)
- Investment Advisory and Execution
- Business Coaching and Training
- **Complaints Management** (1 2 3 4 5 6 7)
- Customer Experience
- A **Community Partnership** (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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   - Islamic Digital Banking
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   - Takaful
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Job Cluster	**Sales and Distribution Channels**
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Job Description

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- Build and maintain relationship with customers to offer appropriate insurance/takaful policies and certificates
- Actively participate in the bank's sales and promotion activities to maximise policy sales

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Credit and Lending
- Card Operations
- Transaction Operations
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- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
Job Purpose	Manage sales performance for banca distribution channel and provide support to achieve high sales performance

Job Description

- Measure and monitor the performance of the Banca sales team against sales targets and provide constructive feedback and coaching
- Provide product training initiatives to Banca sales team to enhance product knowledge and sales techniques
- Coordinate and maintain relationships with key banking partners to maximise policy sales
- Support execution of promotional initiatives to increase policy sales with bank partners
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Prime Skills

- Account Management
- Business Planning and Needs Analysis
- Customer Profiling
- Marketing

Career Pathways

- Business Opportunities Development
- Customer Acquisition and Retention Management
- Customer Relationship Management
- Partnership Management
- Business Performance Management
- Customer Experience Design
- Data Collection and Analytics
- Personal Finance Advisory

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Investment Banking
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Prime Skills

- Product Advisory
- Sales Strategy
- Project Management
- Sales Target Management

Career Pathways

- Quality Assurance
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1, 2, 4, 6)	Banca	Banca Management	Product Sales	B Agency (6)	Agency Management (6)
Broking (6)	Broking Management (6)	B Digital and Affinity (6, 7)	Business Development	Business Management	

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Branch Service (1 2 3 4 6)	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory	Investment Advisory and Execution	
Business Coaching and Training	Complaints Management	B Customer Experience (1 2 3 4 5 6 7)	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance (1 2 3 4 5 6 7)		

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management (1 2 3 4 6)	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management (6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

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   - Islamic Retail Banking
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
People Strategy	Leadership Development and Succession Planning
Organisation Design and Workforce Management	Career Advisory
HR Business Advisory	Workforce Mobility
Sustainability and Employee Wellbeing	Digital Transformation and Adoption
Culture and People Engagement	Workforce Analytics
Learning and Development	HR Operations (Shared Services)

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
Job Purpose	Manage sales performance for banca distribution channel and provide support to achieve high sales performance

Job Description

- Measure and monitor the performance of the Banca sales team against sales targets and provide constructive feedback and coaching
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

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Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
Job Purpose	Manage sales performance for banca distribution channel and provide support to achieve high sales performance

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- Measure and monitor the performance of the Banca sales team against sales targets and provide constructive feedback and coaching
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
Job Purpose	Manage sales performance for banca distribution channel and provide support to achieve high sales performance

Job Description

- Measure and monitor the performance of the Banca sales team against sales targets and provide constructive feedback and coaching
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- Coordinate and maintain relationships with key banking partners to maximise policy sales
- Support execution of promotional initiatives to increase policy sales with bank partners
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- **Business Continuity** (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Banca Management**
Job Purpose	Manage sales performance for banca distribution channel and provide support to achieve high sales performance

Job Description

- Measure and monitor the performance of the Banca sales team against sales targets and provide constructive feedback and coaching
- Provide product training initiatives to Banca sales team to enhance product knowledge and sales techniques
- Coordinate and maintain relationships with key banking partners to maximise policy sales
- Support execution of promotional initiatives to increase policy sales with bank partners
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
Job Purpose	Develop sales strategies to achieve high sales performance and growth of financial products and services

Job Description

- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
- Collaborate with sales departments to effectively promote products and services to customers based on their financial needs

Prime Skills

- Account Management
- Customer Experience Design
- Product Advisory
- Sales Strategy

Career Pathways

- Business Opportunities Development
- Customer Profiling
- Product Performance Management
- Sales Target Management
- Business Planning and Needs Analysis
- Data Collection and Analytics
- Quality Assurance
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Direct Sales (1 2 4 6)	Banca	Banca Management	Product Sales	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	**Business Development** (1 2 3 4 5)	**Business Management** (1 2 3 4 5)	

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
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Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Branch Service (1 2 3 4 6)	B Customer Service (1 2 3 4 5 6 7)	B Digital Service (1 2 3 4 5 6 7)	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory
Business Coaching and Training	Complaints Management (1 2 3 4 5 6 7)	B Customer Experience (1 2 3 4 5 6 7)	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance (1 2 3 4 5 6 7)

Investment Advisory and Execution

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
Job Purpose	Develop sales strategies to achieve high sales performance and growth of financial products and services

Job Description

- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Segment Strategy and Acquisition

Industry Advisory and Solutions

Product Management
1 2 3 4 5 6 7

Product Development
1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
Job Purpose	Develop sales strategies to achieve high sales performance and growth of financial products and services

Job Description

- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Credit and Lending (1 2 3 4 5)	Card Operations (1 2 3 4 5)	Transaction Operations	Collection and Recovery Operations	Investment Operations and Securities Services
Trade Finance Operations (1 2 3 4 5)				
Treasury Operations	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence	

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
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- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
- Collaborate with sales departments to effectively promote products and services to customers based on their financial needs

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Sales and Distribution Channels**
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- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Sales and Distribution Channels**
Job Role	**Product Sales**
Job Purpose	Develop sales strategies to achieve high sales performance and growth of financial products and services

Job Description

- Develop a comprehensive understanding of the features, functionality and specifications of products or services through product prospectus, engagement strategies and talking points
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
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- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency** — B Evolving Role
Job Purpose	Grow organisation's revenue by assisting customers to select insurance/takaful policies that best meet their financial needs

Job Description

- Identify potential customers by generating leads through networking, referrals, marketing efforts and utilising AI-driven predictive analytics
- Provide policy recommendations that meet customer risk profile needs, assets and objectives based on current insurance market trends and developments
- Execute strategies to achieve sales targets by upselling and cross-selling insurance/takaful policies and certificates to ideal market segments, leveraging AI-driven analytics
- Maintain and grow relationships with existing customers through continuous engagements, review their insurance needs and provide suitable coverage options

Prime Skills

Account Management	Customer Experience Design	Data Collection and Analytics	Personal Finance Advisory
Business Opportunities Development	Customer Profiling	Marketing	Product Advisory

Career Pathways

Customer Acquisition and Retention Management	Customer Relationship Management	Partnership Management	Project Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency** — B Evolving Role
Job Purpose	Grow organisation's revenue by assisting customers to select insurance/takaful policies that best meet their financial needs

Job Description

- Identify potential customers by generating leads through networking, referrals, marketing efforts and utilising AI-driven predictive analytics
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Prime Skills

- Quality Assurance
- Shariah Compliance

Career Pathways

- Sales Strategy
- Sales Target Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency** — B Evolving Role
Job Purpose	Grow organisation's revenue by assisting customers to select insurance/takaful policies that best meet their financial needs

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Direct Sales** — 1 2 4 6
- **Banca** — 1 2 4 6 7
- **Banca Management** — 1 2 4 6 7
- **Product Sales**
- **Agency**
- **Agency Management** — 6
- **Broking** — 6
- **Broking Management** — 6
- B **Digital and Affinity** — 6 7
- **Business Development**
- **Business Management**

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency** — B Evolving Role
Job Purpose	Grow organisation's revenue by assisting customers to select insurance/takaful policies that best meet their financial needs

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Branch Service
- B **Customer Service** (1 2 3 4 5 6 7)
- B **Digital Service** (1 2 3 4 5 6 7)
- B **Relationship Management** (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- **Complaints Management** (1 2 3 4 5 6 7)
- Customer Experience
- A **Community Partnership** (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

Job Description

- Collaborate with agencies to execute strategic initiatives, products and campaigns to support the achievement of organisational targets
- Conduct onboarding, training and development of agency personnel to ensure quality service and compliance with organisation's policies
- Monitor and manage agency performance and set benchmarks and targets based on the organisation's strategic objectives
- Collaborate with agencies to organise recruitment initiatives and participate in recruitment activities to achieve recruitment targets
- Handle agency grievances and conflict resolution in a timely and professional manner
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Prime Skills

- Account Management
- Business Planning and Needs Analysis
- Customer Profiling
- Marketing
- Business Opportunities Development
- Customer Acquisition and Retention Management
- Customer Relationship Management
- Partnership Management

Career Pathways

- Business Performance Management
- Customer Experience Design
- Data Collection and Analytics
- Personal Finance Advisory

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

Job Description

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- Handle agency grievances and conflict resolution in a timely and professional manner
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Prime Skills

- Product Advisory
- Sales Strategy
- Project Management
- Sales Target Management

Career Pathways

- Quality Assurance
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	(B) Agency (6)	Agency Management
Broking (6)	Broking Management (6)	(B) Digital and Affinity (6 7)	Business Development	Business Management	

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Branch Service** (1 2 3 4 6)
- Customer Service
- Digital Service
- B **Relationship Management** (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- **Complaints Management** (1 2 3 4 5 6 7)
- B **Customer Experience** (1 2 3 4 5 6 7)
- A **Community Partnership** (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

Job Description

- Collaborate with agencies to execute strategic initiatives, products and campaigns to support the achievement of organisational targets
- Conduct onboarding, training and development of agency personnel to ensure quality service and compliance with organisation's policies
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	**Third Party Management** 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

Job Description

- Collaborate with agencies to execute strategic initiatives, products and campaigns to support the achievement of organisational targets
- Conduct onboarding, training and development of agency personnel to ensure quality service and compliance with organisation's policies
- Monitor and manage agency performance and set benchmarks and targets based on the organisation's strategic objectives
- Collaborate with agencies to organise recruitment initiatives and participate in recruitment activities to achieve recruitment targets
- Handle agency grievances and conflict resolution in a timely and professional manner
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
Job Purpose	Manage sales performance for agency distribution channels and provide effective support to achieve high sales performance

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- Collaborate with agencies to execute strategic initiatives, products and campaigns to support the achievement of organisational targets
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Job Clusters and Job Roles

Prime Skills	Career Pathways
People Strategy	Leadership Development and Succession Planning
Organisation Design and Workforce Management	Career Advisory
HR Business Advisory	Workforce Mobility
Sustainability and Employee Wellbeing	Digital Transformation and Adoption
Culture and People Engagement	Workforce Analytics
Learning and Development	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Agency Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	**Business Continuity** 1 2 3 4 5 6 7	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Broking** *(Applies to brokerage agencies and insurance companies)*
Job Purpose	Serve as an intermediary between customer and insurer or reinsurer by securing and maintaining suitable policies aligned to customer's requirements

Job Description

- Provide sound advice on tailored solutions based on customers' insurance needs, financial situation and risk tolerance
- Research and evaluate insurance/takaful policies and certificates from different insurers, compare benefits and premiums and identify the most suitable policy based on customer's needs, financial situation and risk tolerance
- Assist customer in processing insurance claims with the insurance/reinsurance company and ensure claims are handled efficiently

Prime Skills

Career Pathways

Account Management	**Customer Experience Design**	**Data Collection and Analytics**	**Project Management**
Business Opportunities Development	**Customer Profiling**	**Marketing**	**Quality Assurance**
Customer Acquisition and Retention Management	**Customer Relationship Management**	**Partnership Management**	**Sales Strategy**

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Prime Skills

Sales Target Management

Shariah Compliance

Career Pathways

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Back to Sales and Distribution Channels Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	(B) Agency (6)
Broking	Broking Management (6)	(B) Digital and Affinity (6 7)	Business Development	Business Management

Agency Management (6)

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Branch Service
- B **Customer Service** (1 2 3 4 5 6 7)
- B **Digital Service** (1 2 3 4 5 6 7)
- B **Relationship Management** (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- **Complaints Management** (1 2 3 4 5 6 7)
- Customer Experience
- A **Community Partnership** (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Broking** *(Applies to brokerage agencies and insurance companies)*
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Broking Management**
Job Purpose	Manage sales performance of brokers and provide support for brokers to deliver high sales performance

Job Description

- Oversee and manage broker relations and ensure brokers have the necessary support and resources to sell organisation's insurance/takaful products
- Monitor and manage broker performance and set benchmarks and targets based on the organisation's strategic objectives
- Provide product training initiatives to brokers to enhance product knowledge and sales techniques
- Evaluate potential new brokers for partnership opportunities and conduct financial and regulatory checks
- Resolve broker-related issues and respond to inquiries and concerns in a timely and professional manner
- Monitor and ensure adherence to compliance standards and regulations within the agencies

Prime Skills

Account Management	**Business Planning and Needs Analysis**	**Customer Profiling**	**Marketing**
Business Opportunities Development	**Customer Acquisition and Retention Management**	**Customer Relationship Management**	**Partnership Management**

Career Pathways

Business Performance Management	**Customer Experience Design**	**Data Collection and Analytics**	**Project Management**

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Broking Management**
Job Purpose	Manage sales performance of brokers and provide support for brokers to deliver high sales performance

Job Description

- Oversee and manage broker relations and ensure brokers have the necessary support and resources to sell organisation's insurance/takaful products
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Prime Skills

- Quality Assurance
- Shariah Compliance

Career Pathways

- Sales Strategy
- Sales Target Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Broking Management**
Job Purpose	Manage sales performance of brokers and provide support for brokers to deliver high sales performance

Job Description

- Oversee and manage broker relations and ensure brokers have the necessary support and resources to sell organisation's insurance/takaful products
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales (1 2 3 4)	(B) Agency (6)
Broking (6)	Broking Management	(B) Digital and Affinity (6 7)	Business Development (1 2 3 4 5)	Business Management (1 2 3 4 5)

Agency Management (6)

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Branch Service** (1 2 3 4 6)
- Customer Service
- B **Digital Service** (1 2 3 4 5 6 7)
- B **Relationship Management** (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management
- B **Customer Experience** (1 2 3 4 5 6 7)
- A **Community Partnership** (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	**Client/Account Management** 1 2 3 4 6	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	**Third Party Management** 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Credit and Lending	Card Operations	Transaction Operations	Collection and Recovery Operations	Investment Operations and Securities Services	Trade Finance Operations
Treasury Operations	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence		

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing 1 2 3 4 5 6 7	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	**Business Continuity** 1 2 3 4 5 6 7	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Digital and Affinity** — B Evolving Role
Job Purpose	Execute digital distribution to drive growth and profitability

Job Description

- Collaborate with digital platforms/partners to develop end-to-end customer journeys
- Explore opportunities to expand product offerings beyond insurance/takaful policies and certificates
- Coordinate and manage relationships with existing internal and external parties and leverage the relationships for greater collective impact
- Seek new partnership opportunities to increase sales and drive growth
- Proactively maintain and improve processes with digitalisation (e.g., automation) to ease ways of working and drive growth and profitability

Prime Skills

- Account Management
- Customer Experience Design
- Data Collection and Analytics
- Project Management

Career Pathways

- Business Opportunities Development
- Customer Profiling
- Marketing
- Quality Assurance
- Customer Acquisition and Retention Management
- Customer Relationship Management
- Partnership Management
- Sales Strategy

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

Job Cluster	**Sales and Distribution Channels**
Job Role	**Digital and Affinity** — B Evolving Role
Job Purpose	Execute digital distribution to drive growth and profitability

Job Description

- Collaborate with digital platforms/partners to develop end-to-end customer journeys
- Explore opportunities to expand product offerings beyond insurance/takaful policies and certificates
- Coordinate and manage relationships with existing internal and external parties and leverage the relationships for greater collective impact
- Seek new partnership opportunities to increase sales and drive growth
- Proactively maintain and improve processes with digitalisation (e.g., automation) to ease ways of working and drive growth and profitability

Prime Skills

- **Sales Target Management**
- **Shariah Compliance**

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Digital and Affinity** — B Evolving Role
Job Purpose	Execute digital distribution to drive growth and profitability

Job Description

- Collaborate with digital platforms/partners to develop end-to-end customer journeys
- Explore opportunities to expand product offerings beyond insurance/takaful policies and certificates
- Coordinate and manage relationships with existing internal and external parties and leverage the relationships for greater collective impact
- Seek new partnership opportunities to increase sales and drive growth
- Proactively maintain and improve processes with digitalisation (e.g., automation) to ease ways of working and drive growth and profitability

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	B Agency (6)	Agency Management (6)
Broking (6)	Broking Management (6)	Digital and Affinity	Business Development	Business Management	

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Digital and Affinity** — B Evolving Role
Job Purpose	Execute digital distribution to drive growth and profitability

Job Description

- Collaborate with digital platforms/partners to develop end-to-end customer journeys
- Explore opportunities to expand product offerings beyond insurance/takaful policies and certificates
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- Proactively maintain and improve processes with digitalisation (e.g., automation) to ease ways of working and drive growth and profitability

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Branch Service
- Customer Service
- Digital Service
- B Relationship Management (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management
- B Customer Experience (1 2 3 4 5 6 7)
- A Community Partnership (1 2 3 4 5 6 7)
- Quality Assurance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Business Development**
Job Purpose	Identify and capitalise on opportunities to enhance organisation's market share, revenue and performance

Job Description

- Develop business development strategies and activities to increase sales and revenue
- Utilise data and analytics to identify potential customers through customer segmentations (e.g., demographics, financial history, customers needs)
- Collaborate with frontline staff to execute sales and marketing activities

Prime Skills

Business Opportunities Development	Continuous Improvement and Process Re-Engineering	Marketing	Project Management
Business Performance Management	Customer Experience Design	Partnership Management	Quality Assurance

Career Pathways

Business Planning and Needs Analysis	Data Collection and Analytics	Product Branding	Sales Strategy

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

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- Collaborate with frontline staff to execute sales and marketing activities

Prime Skills

- **Scenario Planning and Analysis**
- **Shariah Compliance**

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

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- Collaborate with frontline staff to execute sales and marketing activities

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca	Banca Management	Product Sales (1 2 3 4)	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	Business Development	Business Management (1 2 3 4 5)	

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B Branch Service — 1 2 3 4 6
- Customer Service
- Digital Service
- B Relationship Management — 1 2 3 4 5 6 7
- Financial Advisory — 1 2 3 4 6
- Investment Advisory and Execution — 1 2 3 4 5
- Business Coaching and Training — 4
- Complaints Management
- B Customer Experience — 1 2 3 4 5 6 7
- A Community Partnership — 1 2 3 4 5 6 7
- Quality Assurance — 1 2 3 4 5 6 7

Legend: A Emerging Role; B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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- Collaborate with frontline staff to execute sales and marketing activities

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Business Management**
Job Purpose	Drive strategies to increase financial performance by identifying customer growth and business expansion

Job Description

- Oversee and coordinate various aspects of banking operations (e.g., strategic planning, optimising business performance, managing resource)
- Develop business and sales strategies with business units to attract and retain customers and ensure customer satisfaction
- Implement work processes and controls to ensure adherence to regulatory requirements

Prime Skills

- Business Performance Management
- Customer Experience Design
- Customer Screening and Onboarding
- Market Profiling

Career Pathways

- Business Planning and Needs Analysis
- Customer Profiling
- Data Collection and Analytics
- Partnership Management
- Continuous Improvement and Process Re-Engineering
- Customer Relationship Management
- Data Storytelling and Visualisation
- Portfolio and Investment Risk Management

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
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- Implement work processes and controls to ensure adherence to regulatory requirements

Prime Skills

- Pricing Strategy
- Research and Information Synthesis
- Shariah Compliance
- Project Management
- Risk Management
- Shariah Risk Management

Career Pathways

- Quality Assurance
- Sales Strategy

Click here to view the Power Skills required for all job roles.

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management	Product Sales (1 2 3 4)	Agency
Broking (6)	Broking Management	(B) Digital and Affinity (6 7)	Business Development (1 2 3 4 5)	Business Management

Agency Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — Branch Service — 1 2 3 4 6
- Customer Service
- Digital Service
- B — Relationship Management — 1 2 3 4 5 6 7
- Financial Advisory — 1 2 3 4 6
- Investment Advisory and Execution — 1 2 3 4 5
- Business Coaching and Training — 4
- Complaints Management
- B — Customer Experience — 1 2 3 4 5 6 7
- A — Community Partnership — 1 2 3 4 5 6 7
- Quality Assurance — 1 2 3 4 5 6 7

Legend: A Emerging Role; B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Role	**Business Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B — Project Management and Change Experience — 1 2 3 4 5 6 7
- B — Operations and Process Excellence — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing

Career Pathways

- **Product Marketing** (1 2 3 4 5 6 7)
- Market Research and Customer Insights
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
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   Takaful
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Sales and Distribution Channels**
Job Role	**Business Management**
Job Purpose	Drive strategies to increase financial performance by identifying customer growth and business expansion

Job Description

- Oversee and coordinate various aspects of banking operations (e.g., strategic planning, optimising business performance, managing resource)
- Develop business and sales strategies with business units to attract and retain customers and ensure customer satisfaction
- Implement work processes and controls to ensure adherence to regulatory requirements

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Sales and Distribution Channels Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Investment Banking
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Job Clusters

- Sales and Distribution Channels
- **Customer Relations and Advisory Services**
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Customer Relations and Advisory Services Job Cluster

B Branch Service (1 2 3 4 6)	B Customer Service (1 2 3 4 5 6 7)	B Digital Service (1 2 3 4 5 6 7)	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory (1 2 3 4 6)	Investment Advisory and Execution (1 2 3 4 5)
B Business Coaching and Training (4)	Complaints Management (1 2 3 4 5 6 7)	B Customer Experience (1 2 3 4 5 6 7)	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance (1 2 3 4 5 6 7)	

Note: Job Roles mentioned in this Job Cluster apply to branch, regional and/or head office.

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Branch Service** — B Evolving Role
Job Purpose	Ensure each interaction at the branch delivers a tailored, local and convenient experience for diverse customer groups

Job Description

- Handle inquiries from customers physically or through digital technologies (e.g., mobile application, digital platforms)
- Proactively connect with customers through various channels to gather feedback
- Manage customer interactions to deliver positive customer experience within a branch
- Administer day-to-day operations of the branch and ensure smooth branch operations
- Promote usage of digital technologies within a branch to enhance customer/branch experience and minimise physical transactional activities
- Obtain customer feedback to develop potential solutions to enhance customer experience and leverage digital technologies (e.g., mobile application)
- Ensure Diversity, Equity and Inclusion (DE&I) principles are upheld in all customer interactions

Prime Skills

Business Opportunities Development	Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Storytelling and Visualisation
Business Performance Management	Customer Experience Design	Customer Screening and Onboarding	Emerging Technology Synthesis

Career Pathways

Business Planning and Needs Analysis	Customer Profiling	Data Collection and Analytics	Global Perspectives

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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Prime Skills

- Marketing
- Product Advisory
- Risk Management
- Personal Finance Advisory
- Project Management
- Shariah Compliance

Career Pathways

- Process Automation
- Quality Assurance

Click here to view the Power Skills required for all job roles.

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5 • Digital Banking • Islamic Digital Banking
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7 • Digital Insurance • Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Branch Service** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales — 1 2 4 6
- Banca
- Banca Management — 1 2 4 6 7
- Product Sales — 1 2 3 4
- B Agency — 6
- Agency Management — 6
- Broking
- Broking Management — 6
- B Digital and Affinity — 6 7
- Business Development — 1 2 3 4 5
- Business Management — 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Branch Service** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Branch Service
- B Customer Service (1 2 3 4 5 6 7)
- B Digital Service (1 2 3 4 5 6 7)
- B Relationship Management (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management (1 2 3 4 5 6 7)
- B Customer Experience (1 2 3 4 5 6 7)
- A Community Partnership (1 2 3 4 5 6 7)
- Quality Assurance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Branch Service** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) — 1 2 3 4 6	Client/Account Management — 1 2 3 4 6	Business Process Support — 5 7	Branch Operations — 1 2 3 4 6	B Customer Service Support — 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** — 1 2 3 4 5
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- **Collection and Recovery Operations** — 1 2 3 4 5
- B **Investment Operations and Securities Services** — 1 2 3 4 5
- **Trade Finance Operations** — 1 2 3 4 5
- B **Treasury Operations** — 1 2 3 4 5
- **Risk and Control Management** — 1 2 3 4 5 6 7
- B **Project Management and Change Experience** — 1 2 3 4 5 6 7
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | Digital Transformation and Adoption | Workforce Analytics | HR Operations (Shared Services) 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- **Business and Operations Audit** (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Customer Service** *(Applies to Physical Branch, Contact Centre and Social Media)* — B Evolving Role
Job Purpose	Address customers' inquiries and resolve issues

Job Description

- Handle customer inquiries and escalate inquires where required
- Acquire comprehensive knowledge of a diverse range of physical and digital products and services to assist the customers
- Educate the customer on the usage and benefits of self-service and automated channel services
- Perform service marketing based on an understanding of the customers needs and pain points
- Ensure Diversity, Equity and Inclusion (DE&I) principles are upheld in all customer interactions

Prime Skills

- Customer Experience Design
- Data Collection and Analytics
- Global Perspectives
- Process Automation

Career Pathways

- Customer Relationship Management
- Data Storytelling and Visualisation
- Marketing
- Product Advisory
- Customer Screening and Onboarding
- Emerging Technology Synthesis
- Personal Finance Advisory
- Project Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

Quality Assurance

Risk Management

Career Pathways

Shariah Compliance

Click here to view the Power Skills required for all job roles.

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   Islamic Investment Banking
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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)		Product Sales (1 2 3 4)	B Agency (6)		Agency Management (6)						
Broking (6)	Broking Management (6)	B Digital and Affinity (6 7)		Business Development (1 2 3 4 5)	Business Management (1 2 3 4 5)								

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

	Sales and Distribution Channels	Customer Relations and Advisory Services	Actuarial Management	Product Innovation and Management	Integrated Operations Management	Digital, Data and IT Operations	Finance Management and Operations	Supply Chain and Procurement Management	People Advisory and Solutions	Branding, Marketing and Communications	Sustainability Management	Islamic Finance and Shariah Advisory	Legal and Corporate Secretarial Services	Governance, Risk and Compliance
Prime Skills	B Branch Service (1 2 3 4 6)	Customer Service			B Digital Service (1 2 3 4 5 6 7)		B Relationship Management (1 2 3 4 5 6 7)			Financial Advisory			Investment Advisory and Execution (1 2 3 4 5)	
Career Pathways	Business Coaching and Training (4)	Complaints Management			B Customer Experience (1 2 3 4 5 6 7)		A Community Partnership (1 2 3 4 5 6 7)			Quality Assurance (1 2 3 4 5 6 7)				

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B				B	
1 2 3 4 6	1 2 3 4 6	5 7	1 2 3 4 6	1 2 3 4 5 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Customer Service** *(Applies to Physical Branch, Contact Centre and Social Media)* — B Evolving Role
Job Purpose	Address customers' inquiries and resolve issues

Job Description

- Handle customer inquiries and escalate inquires where required
- Acquire comprehensive knowledge of a diverse range of physical and digital products and services to assist the customers
- Educate the customer on the usage and benefits of self-service and automated channel services
- Perform service marketing based on an understanding of the customers needs and pain points
- Ensure Diversity, Equity and Inclusion (DE&I) principles are upheld in all customer interactions

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Credit and Lending (1 2 3 4 5)	Card Operations (1 2 3 4 5)	B Transaction Operations (1 2 3 4)	Collection and Recovery Operations (1 2 3 4 5)	Investment Operations and Securities Services
Treasury Operations	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence	Trade Finance Operations

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

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Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

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Job Clusters and Job Roles

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Career Pathways

Employee Relations, Industrial Relations and Governance

Compensation and Benefits

Talent Sourcing and Recruitment 1 2 3 4 5 6 7

Performance Management

Legend: A Emerging Role B Evolving Role

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   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Digital Service** — B Evolving Role
Job Purpose	Provide best-in-class and personalised experience via omnichannel to foster strong customer relationships

Job Description

- Provide personalised interactions and assistance to the customer via social media platforms, chatbot and other digital channels
- Manage queries and respond to reviews on social media
- Provide self-help channels via updated FAQs and Chatbot support to answer simple questions
- Perform social media analysis to review key performance metrics and identify areas of improvement (e.g., traffic sources, question response rate, audience interests)
- Perform omnichannel service marketing based on an understanding of customer's preferences

Prime Skills

Customer Acquisition and Retention Management	Data Collection and Analytics	Global Perspectives	Process Automation
Customer Profiling	Data Storytelling and Visualisation	Marketing	Product Advisory

Career Pathways

Customer Relationship Management	Emerging Technology Synthesis	Personal Finance Advisory	Project Management

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Customer Relations and Advisory Services**
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Job Purpose	Provide best-in-class and personalised experience via omnichannel to foster strong customer relationships

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Prime Skills

- Quality Assurance
- Risk Management

Career Pathways

- Shariah Compliance

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales	Banca	Banca Management	Product Sales	Agency	Agency Management
Broking	Broking Management	B Digital and Affinity (6, 7)	Business Development	Business Management	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Branch Service (1 2 3 4 6)	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	B Customer Experience (1 2 3 4 5 6 7)	Community Partnership	Quality Assurance (1 2 3 4 5 6 7)	

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Relationship Management** — B Evolving Role
Job Purpose	Nurture strong customer relationships by providing tailored advice to meet their financial needs

Job Description

- Foster continuous relationships with the customer by addressing customer's inquires
- Provide sound advice on tailored solutions to the customer's needs and objectives based on market information and trends analysis
- Ensure customer loyalty by promoting brand identity and customer service through regular check-ins and reviews of products and services
- Execute sales and marketing strategies to upsell and cross-sell products and services through several touchpoints

Prime Skills

- Account Management
- Customer Relationship Management
- Emerging Technology Synthesis
- Marketing
- Business Opportunities Development
- Data Collection and Analytics
- Global Perspectives
- Partnership Management

Career Pathways

- Customer Experience Design
- Data Storytelling and Visualisation
- Market Profiling
- Personal Finance Advisory

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Prime Skills

- Process Automation
- Quality Assurance
- Shariah Compliance

Career Pathways

- Product Advisory
- Research and Information Synthesis
- Project Management
- Risk Management

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales — 1 2 4 6
- Banca — 1 2 4 6 7
- Banca Management — 1 2 4 6 7
- Product Sales — 1 2 3 4
- B Agency — 6
- Agency Management — 6
- Broking — 6
- Broking Management — 6
- B Digital and Affinity — 6 7
- Business Development — 1 2 3 4 5
- Business Management — 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

B Branch Service (1 2 3 4 6)	B Customer Service (1 2 3 4 5 6 7)	B Digital Service (1 2 3 4 5 6 7)	Relationship Management	Financial Advisory (1 2 3 4 6)	Investment Advisory and Execution
Business Coaching and Training	Complaints Management (1 2 3 4 5 6 7)	Customer Experience	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance	

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Segment Strategy and Acquisition
- Industry Advisory and Solutions
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
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3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Relationship Management** — B Evolving Role
Job Purpose	Nurture strong customer relationships by providing tailored advice to meet their financial needs

Job Description

- Foster continuous relationships with the customer by addressing customer's inquires
- Provide sound advice on tailored solutions to the customer's needs and objectives based on market information and trends analysis
- Ensure customer loyalty by promoting brand identity and customer service through regular check-ins and reviews of products and services
- Execute sales and marketing strategies to upsell and cross-sell products and services through several touchpoints

Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Financial Advisory**
Job Purpose	Provide professional guidance and expert advice to customers regarding financial planning and investment strategies

Job Description

- Conduct comprehensive financial planning and needs assessments with current and prospective customers, including risk tolerance assessments
- Develop tailored financial plans for customers that include strategies for investments, retirement, estate planning, tax liabilities and insurance coverage
- Educate customers on investment options and the risks and returns associated with each type of investment
- Monitor financial market trends and provide informed recommendations on portfolio adjustments and investment opportunities

Prime Skills

Account Management	Capital Expenditure and Investment Evaluation	Customer Experience Design	Data Storytelling and Visualisation
Behavioural Finance	Capital Management	Customer Relationship Management	Financial Planning

Career Pathways

Business Opportunities Development	Client Investment Suitability	Data Collection and Analytics	Global Perspectives

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
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- Monitor financial market trends and provide informed recommendations on portfolio adjustments and investment opportunities

Prime Skills

- Islamic Wealth Management
- Product Advisory
- Research and Information Synthesis
- Sustainable Investment Management

Career Pathways

- Personal Finance Advisory
- Project Management
- Scenario Planning and Analysis
- Process Automation
- Quality Assurance
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1, 2, 4, 6)	Banca	Banca Management	Product Sales (1, 2, 3, 4)	B Agency (6)	Agency Management
Broking	Broking Management	Digital and Affinity	Business Development	Business Management	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	(B) Relationship Management 1 2 3 4 5 6 7	Financial Advisory	Investment Advisory and Execution 1 2 3 4 5
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Segment Strategy and Acquisition
- B Industry Advisory and Solutions (2 3 4 6 7)
- Product Management
- Product Development

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Investment Advisory and Execution**
Job Purpose	Provide personalised investment guidance and recommendations to customers based on their financial needs

Job Description

A. For all banking sub-sectors:

- Utilise investment platforms and tools to:
  - Assess and understand the customer's financial needs and risk appetite to recommend appropriate investment solutions
  - Deliver timely market insights and reports to customers and ensure they are well-informed about their investment positions
- Advise customers on a wide range of investment products and strategies across various asset classes based on their financial objectives and risk tolerance, e.g., currencies, commodities

B. Specific to Digital Banking sub-sector:

- Execute sales and marketing strategies to upsell and cross-sell products and services
- Support the creation, testing and implementation of automated systems to streamline investment processes and enhance customer experiences

Prime Skills

- Capital Expenditure and Investment Evaluation
- Customer Acquisition and Retention Management
- Customer Screening and Onboarding
- Financial Analysis and Modelling

Career Pathways

- Capital Management
- Customer Experience Design
- Data Collection and Analytics
- Financial Planning
- Client Investment Suitability
- Customer Relationship Management
- Data Storytelling and Visualisation
- Fund Accounting

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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   Islamic Corporate and Commercial Banking
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- Execute sales and marketing strategies to upsell and cross-sell products and services
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Prime Skills

- Islamic Wealth Management
- Process Automation
- Sales Strategy
- Sustainable Investment Management

Career Pathways

- Personal Finance Advisory
- Product Advisory
- Sales Target Management
- Predictive Modelling
- Research and Information Synthesis
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales 1 2 4 6	Banca	Banca Management	**Product Sales** 1 2 3 4	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	**Business Development** 1 2 3 4 5	**Business Management** 1 2 3 4 5	

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Investment Advisory and Execution**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory (1 2 3 4 6)	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — Segment Strategy and Acquisition — 1 2 3 4 5 6 7
- B — Industry Advisory and Solutions — 2 3 4 6 7
- Product Management
- Product Development

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
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Job Cluster	**Customer Relations and Advisory Services**
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Job Purpose	Provide personalised investment guidance and recommendations to customers based on their financial needs

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Cluster	**Customer Relations and Advisory Services**
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- Support the creation, testing and implementation of automated systems to streamline investment processes and enhance customer experiences

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Business Coaching and Training** — B Evolving Role
Job Purpose	Design and deploy training programmes designed to enhance customer' skills and knowledge

Job Description

- Plan, develop and deliver comprehensive training programmes specifically tailored to bank's customer
- Facilitate training sessions that include workshops, webinars and other training activities
- Monitor the effectiveness of training programmes and adjust them as necessary to ensure they meet the changing needs of the business and industry
- Evaluate customer progress and provide additional necessary support
- Conduct outreach programmes to raise awareness of programmes offered and benefits

Prime Skills

- Data Collection and Analytics
- Partnership Management
- Research and Information Synthesis
- Data Storytelling and Visualisation
- Process Automation
- Shariah Compliance

Career Pathways

- Learning Management
- Project Management

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca	Banca Management	Product Sales	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	Business Development	Business Management	

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	B Customer Service (1 2 3 4 5 6 7)	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- Sustainability and Employee Wellbeing
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

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   - Takaful
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   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Complaints Management**
Job Purpose	Manage complaints received within stipulated time by adhering to operating guidelines

Job Description

- Engage with customers throughout the complaint process by providing regular updates on progress of addressing complaints, including explanation of rationale for final decision on complaints
- Handle complaint cases and collaborate with cross-functional teams to investigate complaint cases, determine root cause and execute approved action fairly
- Adhere to complaints operating guidelines, including delegation to authorised staff for resolution and compensation
- Review and learn from past decisions, identify problems and make recommendations for future improvement
- Evaluate and alert Senior Management if complaints have potential risks to the company

Prime Skills

- Customer Acquisition and Retention Management
- Customer Relationship Management
- Data Collection and Analytics
- Data Storytelling and Visualisation
- Emerging Technology Synthesis
- Global Perspectives
- Process Automation
- Project Management
- Quality Assurance
- Risk Management
- Shariah Compliance

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Complaints Management**
Job Purpose	Manage complaints received within stipulated time by adhering to operating guidelines

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

B Branch Service (1 2 3 4 6)	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Complaints Management**
Job Purpose	Manage complaints received within stipulated time by adhering to operating guidelines

Job Description

- Engage with customers throughout the complaint process by providing regular updates on progress of addressing complaints, including explanation of rationale for final decision on complaints
- Handle complaint cases and collaborate with cross-functional teams to investigate complaint cases, determine root cause and execute approved action fairly
- Adhere to complaints operating guidelines, including delegation to authorised staff for resolution and compensation
- Review and learn from past decisions, identify problems and make recommendations for future improvement
- Evaluate and alert Senior Management if complaints have potential risks to the company

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management 1 2 3 4 5 6 7	Risk Modelling and Validation	**Credit Risk** 1 2 3 4 5 6 7	**Market and Liquidity Risk** 1 2 3 4 5 6 7	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Customer Experience** — B Evolving Role
Job Purpose	Develop strategies and roadmaps to ensure positive customer experience across various touchpoints of the products and services value chain

Job Description

- Optimise customer journeys and interaction touchpoints by identifying pain points and leveraging positive elements to enhance overall experience of engaging with the organisation
- Establish and maintain processes for continuous monitoring of customer complaints as well as satisfaction and experience metrics
- Analyse customer feedback to develop and oversee implementation of strategies to enhance customer satisfaction and loyalty
- Identify and highlight positive real-time/near-real-time feedback for recognition, while addressing negative feedback
- Collaborate with cross-functional teams to ensure seamless and positive customer experience across all channels

Prime Skills

- Customer Acquisition and Retention Management
- Customer Relationship Management
- Emerging Technology Synthesis
- Project Management

Career Pathways

- Customer Experience Design
- Data Collection and Analytics
- Global Perspectives
- Research and Information Synthesis
- Customer Profiling
- Data Storytelling and Visualisation
- Process Automation
- Risk Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

- **Shariah Compliance**
- **User Interface and User Experience Design**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- B **Branch Service** — 1 2 3 4 6
- B **Customer Service** — 1 2 3 4 5 6 7
- Digital Service
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution

Career Pathways

- Business Coaching and Training
- **Complaints Management** — 1 2 3 4 5 6 7
- Customer Experience
- Community Partnership
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy
Product Marketing	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design

A Digital Marketing — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Community Partnership** — (A) Emerging Role
Job Purpose	Establish partnership strategies to expand market reach and services for enhanced value proposition of the organisation within a broader ecosystem

Job Description

- Identify and assess potential partners that would increase revenue targets
- Collaborate with partners to develop end-to-end customer journeys
- Explore opportunities to expand service offerings to enhance customer experience
- Facilitate due diligence for onboarding, including obtaining approval from compliance, legal and other relevant departments/committees
- Develop loyalty programmes and ensure continuous engagements with existing partners for better partnership retention

Prime Skills

- Account Management
- Customer Experience Design
- Customer Screening and Onboarding
- Emerging Technology Synthesis
- Business Opportunities Development
- Customer Profiling
- Data Collection and Analytics
- Global Perspectives

Career Pathways

- Contract and Vendor Management
- Customer Relationship Management
- Data Storytelling and Visualisation
- Marketing

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Partnership Management
- Quality Assurance
- Shariah Compliance

Career Pathways

- Process Automation
- Research and Information Synthesis
- Project Management
- Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales 1 2 4 6	Banca 1 2 4 6 7	Banca Management	Product Sales 1 2 3 4	B Agency 6								Agency Management	
Broking 6	Broking Management	B Digital and Affinity 6 7	Business Development 1 2 3 4 5	Business Management 1 2 3 4 5									

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B Branch Service (1 2 3 4 6)
- B Customer Service (1 2 3 4 5 6 7)
- Digital Service
- B Relationship Management (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management
- B Customer Experience (1 2 3 4 5 6 7)
- Community Partnership
- Quality Assurance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B Project Management and Change Experience (1 2 3 4 5 6 7)
- B Operations and Process Excellence (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- B Vendor Management (1 2 3 4 5 6 7)
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Quality Assurance**
Job Purpose	Ensure services meet established quality standards and industry benchmarks

Job Description

- Develop and maintain quality assurance standards and processes
- Perform routine inspections sampling and quality test of services provided to customers
- Evaluate outcomes of quality inspection and prioritise critical quality and standards gaps to propose corrective measures accordingly
- Identify industry trends based on analysis of customer experience surveys and recommend solutions for further improvement
- Prepare quality assurance reports on results of quality inspections

Prime Skills

- Data Collection and Analytics
- Global Perspectives
- Quality Assurance
- Data Storytelling and Visualisation
- Process Automation
- Risk Management

Career Pathways

- Emerging Technology Synthesis
- Project Management
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Customer Relations and Advisory Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Branch Service (1 2 3 4 6)	B Customer Service (1 2 3 4 5 6 7)	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management (1 2 3 4 5 6 7)	B Customer Experience (1 2 3 4 5 6 7)	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
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Legend: (A) Emerging Role (B) Evolving Role

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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Customer Relations and Advisory Services**
Job Role	**Quality Assurance**
Job Purpose	Ensure services meet established quality standards and industry benchmarks

Job Description

- Develop and maintain quality assurance standards and processes
- Perform routine inspections sampling and quality test of services provided to customers
- Evaluate outcomes of quality inspection and prioritise critical quality and standards gaps to propose corrective measures accordingly
- Identify industry trends based on analysis of customer experience surveys and recommend solutions for further improvement
- Prepare quality assurance reports on results of quality inspections

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Customer Relations and Advisory Services Overview

Sub-Sectors

Job Clusters

Sales and Distribution Channels
Customer Relations and Advisory Services
Actuarial Management
Product Innovation and Management
Integrated Operations Management
Digital, Data and IT Operations
Finance Management and Operations
Supply Chain and Procurement Management
People Advisory and Solutions
Branding, Marketing and Communications
Sustainability Management
Islamic Finance and Shariah Advisory
Legal and Corporate Secretarial Services
Governance, Risk and Compliance

Job Roles within Actuarial Management Job Cluster

- Pricing — 6 7
- Reinsurance — 6 7
- Reserving — 6 7

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Pricing**
Job Purpose	Optimise insurance pricing and ensure alignment with business goals and regulatory compliance

Job Description

- Develop and implement pricing models and incorporate loss cost prediction, management costs and contingency margin at optimal profitability
- Analyse data, such as, market trends, competitor pricing and customer behaviours for data-driven pricing decisions
- Implement dynamic pricing strategies to adapt to market changes and maintain competitiveness
- Work with cross-functional teams to align pricing strategies with business objectives and support product development
- Collaborate with legal and compliance teams to ensure product pricing adheres to regulatory standards

Prime Skills

- **Business Opportunities Development**[1]
- **Customer Profiling**[2]
- **Demand and Supply Analysis**[2]
- **Market Profiling**[1]

Career Pathways

- **Carbon Markets and Decarbonisation Strategies Management**
- **Data Collection and Analytics**
- **Disruption Management**
- **Predictive Modelling**
- **Customer Experience Design**
- **Data Storytelling and Visualisation**
- **Financial Planning**[1]
- **Pricing Strategy**

Legend: [1]Applies to Life Insurance and Family Takaful only, [2]Applies to General Insurance and Takaful only

Click here to view the Power Skills required for all job roles.

Back to Actuarial Management Overview

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Pricing**
Job Purpose	Optimise insurance pricing and ensure alignment with business goals and regulatory compliance

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Prime Skills

- Product Advisory[2]
- Project Management[2]
- Risk Management
- Sustainable Insurance and Re-Insurance Solutions and Applications

Career Pathways

- Product Design and Development[1]
- Regulatory Compliance
- Scenario Planning and Analysis
- Valuation
- Product Performance Management[1]
- Research and Information Synthesis
- Shariah Compliance

Legend: [1]Applies to Life Insurance and Family Takaful only, [2]Applies to General Insurance and Takaful only

Click here to view the Power Skills required for all job roles.

Back to Actuarial Management Overview

Sub-Sectors

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   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Pricing
- Reinsurance (6, 7)
- Reserving (6, 7)

Legend: A Emerging Role | B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

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4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

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Job Role	**Pricing**
Job Purpose	Optimise insurance pricing and ensure alignment with business goals and regulatory compliance

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Actuarial Management**
Job Role	**Pricing**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B Underwriter 6 7	Risk Surveyor/ Engineering 6 7	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation 6 7	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response	
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis (1 2 3 4 5 6 7)	Service and Change Management	IT Services and Solutions	

Legend: (A) Emerging Role (B) Evolving Role *Job roles existing only at the senior level

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis 1 2 3 4 5 6 7	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management
Finance Systems	Finance Policy Management	Tax Management	**Finance Operations** 1 2 3 4 5 6 7	**Shared Services and 3rd Party Ecosystems** 1 2 3 4 5 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	**Risk Modelling and Validation** (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
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Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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   - Digital Takaful

Job Cluster	**Actuarial Management**
Job Role	**Reinsurance**
Job Purpose	Manage reinsurance programmes for optimal risk transfer, negotiate agreements with partners, monitor performance and ensure operational efficiency and compliance in data exchange

Job Description

- Develop and maintain actuarial models for reinsurance pricing and provide risk assessment for underwriting
- Lead negotiations and structure reinsurance contracts for optimal risk transfer and capital efficiency
- Work closely with the claim adjusters to coordinate the handling of reinsurance recoveries
- Monitor reinsurance programme performance, analyse key metrics and recommend adjustments on reinsurance programmes upon renewal
- Collaborate with reinsurance brokers on risk modeling to assess the impact of reinsurance on overall risk profiles

Prime Skills

Carbon Markets and Decarbonisation Strategies Management[1]	Customer Relationship Management[1]	Data Protection[2]	Enterprise Risk Management[2]
Continuous Improvement and Process Re-Engineering[2]	Data Collection and Analytics	Data Storytelling and Visualisation	Global Perspectives[2]

Career Pathways

Customer Experience Design[1]	Data Governance[2]	Disruption Management[1]	Monitoring and Surveillance[2]

Legend: [1]Applies to Life Insurance and Family Takaful only, [2]Applies to General Insurance and Takaful only

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

Operational Risk Management[2]	**Pricing Strategy**	**Product Design and Development[1]**	**Research and Information Synthesis[1]**
Policy Implementation and Revision[2]	**Process Automation[2]**	**Project Management[2]**	**Risk Management**

Career Pathways

Predictive Modelling	**Product Advisory[1]**	**Regulatory Compliance**	**Scenario Planning and Analysis[1]**

Legend: [1]Applies to Life Insurance and Family Takaful only, [2]Applies to General Insurance and Takaful only

Click here to view the Power Skills required for all job roles.

Back to Actuarial Management Overview

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Reinsurance**
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- Collaborate with reinsurance brokers on risk modeling to assess the impact of reinsurance on overall risk profiles

Prime Skills

- **Shariah Compliance**
- **Valuation**

Career Pathways

- **Sustainability Risk Management[2]**
- **Sustainable Insurance and Re-Insurance Solutions and Applications**

Legend: [1]Applies to Life Insurance and Family Takaful only, [2]Applies to General Insurance and Takaful only

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	(B) Agency (6)	Agency Management (6)	
Broking (6)	Broking Management (6)	Digital and Affinity	Business Development	Business Management		

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Pricing 6 7

Reinsurance

Reserving 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Purpose	Manage reinsurance programmes for optimal risk transfer, negotiate agreements with partners, monitor performance and ensure operational efficiency and compliance in data exchange

Job Description

- Develop and maintain actuarial models for reinsurance pricing and provide risk assessment for underwriting
- Lead negotiations and structure reinsurance contracts for optimal risk transfer and capital efficiency
- Work closely with the claim adjusters to coordinate the handling of reinsurance recoveries
- Monitor reinsurance programme performance, analyse key metrics and recommend adjustments on reinsurance programmes upon renewal
- Collaborate with reinsurance brokers on risk modeling to assess the impact of reinsurance on overall risk profiles

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Reinsurance**
Job Purpose	Manage reinsurance programmes for optimal risk transfer, negotiate agreements with partners, monitor performance and ensure operational efficiency and compliance in data exchange

Job Description

- Develop and maintain actuarial models for reinsurance pricing and provide risk assessment for underwriting
- Lead negotiations and structure reinsurance contracts for optimal risk transfer and capital efficiency
- Work closely with the claim adjusters to coordinate the handling of reinsurance recoveries
- Monitor reinsurance programme performance, analyse key metrics and recommend adjustments on reinsurance programmes upon renewal
- Collaborate with reinsurance brokers on risk modeling to assess the impact of reinsurance on overall risk profiles

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B Underwriter 6 7	Risk Surveyor/ Engineering 6 7	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/Claims Investigation 6 7	Third Party Management

Career Pathways

Legend: A Emerging Role B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	Finance Policy Management	Tax Management	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: A Emerging Role | B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management	**Risk Modelling and Validation** (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Reinsurance**
Job Purpose	Manage reinsurance programmes for optimal risk transfer, negotiate agreements with partners, monitor performance and ensure operational efficiency and compliance in data exchange

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

Job Cluster	**Actuarial Management**
Job Role	**Reserving**
Job Purpose	Establish sufficient financial reserves for future claims and produce inputs for financial reporting on insurance liabilities

Job Description

- Forecast future claims costs and estimate insurance risk margin at class of business level
- Conduct Actual vs Expected analysis to refine the reserving assumption and methodology
- Ensure compliance with regulatory requirements related to reserving practices
- Communicate reserve findings to stakeholders and support transparency and decision-making

Prime Skills

- Customer Experience Design
- Predictive Modelling
- Risk Management
- Valuation

Career Pathways

- Data Collection and Analytics
- Pricing Strategy
- Scenario Planning and Analysis
- Data Storytelling and Visualisation
- Research and Information Synthesis
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Actuarial Management**
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Job Purpose	Establish sufficient financial reserves for future claims and produce inputs for financial reporting on insurance liabilities

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving**

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B Underwriter 6 7	Risk Surveyor/ Engineering 6 7	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation 6 7	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- **Financial Planning and Analysis** (1 2 3 4 5 6 7)
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation
- Finance Systems
- Finance Policy Management
- Tax Management
- **Finance Operations** (1 2 3 4 5 6 7)
- **Shared Services and 3rd Party Ecosystems** (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

Back to Actuarial Management Overview

Sub-Sectors

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Job Cluster	**Actuarial Management**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

Enterprise Risk Management	**Risk Modelling and Validation** (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
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- Fraud Management
- Audit Strategy and Governance
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Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- **Product Innovation and Management**
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Product Innovation and Management Job Cluster

	Segment Strategy and Acquisition	Industry Advisory and Solutions	Product Management	Product Development
	B	B		
	1 2 3 4 5 6 7	2 3 4 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Cluster	**Product Innovation and Management**
Job Role	**Segment Strategy and Acquisition** — B Evolving Role
Job Purpose	Leverage data and analytics to define market positioning for customer segments, create tailored customer journeys and manage customised portfolios

Job Description

- Develop and execute customer segment strategies to drive customer acquisition, retention and increase market share
- Develop and manage portfolios customised for specific customer segments and integrate acquired portfolios into product and service offerings
- Utilise data and analytics to define market positioning of various customer segments based on historical customer data, financial needs and preferences
- Collaborate with cross-functional teams to develop customer journeys based on a common understanding of customers' financial needs
- Develop customer engagement strategies that centre on significant life events and milestones to drive sustained growth and maximise value
- Support development of sales and marketing strategies, including activities to promote products and services

Prime Skills

- Business Opportunities Development
- Customer Profiling
- Demand and Supply Analysis
- Partnership Management[1]
- Customer Acquisition and Retention Management
- Data Collection and Analytics
- Disruption Management
- Predictive Modelling[1]

Career Pathways

- Customer Experience Design
- Data Storytelling and Visualisation
- Market Profiling
- Pricing Strategy

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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Prime Skills

- Product Advisory
- Regulatory Compliance[1]
- Sales Strategy
- Shariah Compliance

Career Pathways

- Product Branding[1]
- Research and Information Synthesis
- Sales Target Management[1]
- Sustainable Insurance and Re-Insurance Solutions and Applications *(Applies to Insurance and Takaful sub-sectors only)*
- Product Design and Development[1]
- Risk Management
- Scenario Planning and Analysis

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Cluster	**Product Innovation and Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales — 1 2 4 6
- Banca — 1 2 4 6 7
- Banca Management — 1 2 4 6 7
- Product Sales — 1 2 3 4
- B Agency — 6
- Agency Management — 6
- Broking — 6
- Broking Management — 6
- B Digital and Affinity — 6 7
- Business Development — 1 2 3 4 5
- Business Management — 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Cluster	**Product Innovation and Management**
Job Role	**Segment Strategy and Acquisition** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
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Job Cluster	**Product Innovation and Management**
Job Role	**Segment Strategy and Acquisition** — B Evolving Role
Job Purpose	Leverage data and analytics to define market positioning for customer segments, create tailored customer journeys and manage customised portfolios

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- Support development of sales and marketing strategies, including activities to promote products and services

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Product Innovation and Management**
Job Role	**Segment Strategy and Acquisition** — B Evolving Role
Job Purpose	Leverage data and analytics to define market positioning for customer segments, create tailored customer journeys and manage customised portfolios

Job Description

- Develop and execute customer segment strategies to drive customer acquisition, retention and increase market share
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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels	Customer Relations and Advisory Services	Actuarial Management	**Product Innovation and Management**	Integrated Operations Management	Digital, Data and IT Operations	Finance Management and Operations	Supply Chain and Procurement Management	People Advisory and Solutions	Branding, Marketing and Communications	Sustainability Management	Islamic Finance and Shariah Advisory	Legal and Corporate Secretarial Services	Governance, Risk and Compliance
Segment Strategy and Acquisition	B Industry Advisory and Solutions: 2 3 4 6 7		Product Management: 1 2 3 4 5 6 7		Product Development: 1 2 3 4 5 6 7								

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways						
Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations	
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** — 1 2 3 4 5 6 7
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

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Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy (1 2 3 4 5 6 7)
- A Digital Marketing (1 2 3 4 5 6 7)
- Product Marketing (1 2 3 4 5 6 7)
- Market Research and Customer Insights (1 2 3 4 5 6 7)
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy**
1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Product Innovation and Management**
Job Role	**Industry Advisory and Solutions** — B Evolving Role
Job Purpose	Collaborate with business functions to provide strategic advisory services that identify and address specific needs, challenges and opportunities

Job Description

- Identify market trends and opportunities within the oversight industry
- Collaborate with business functions and stakeholders from the industry to understand industry specific needs and objectives and provide strategic advisory services aligning with their business strategies, industry standards and regulatory requirements
- Collaborate with cross-functional teams to design innovative products and services that cater to evolving industry needs while complying with risk appetite requirements
- Adapt and enhance product proposition to remain relevant and compelling for target customers

Prime Skills

- Business Opportunities Development
- Customer Profiling
- Demand and Supply Analysis
- Partnership Management[1]

Career Pathways

- Customer Acquisition and Retention Management
- Data Collection and Analytics
- Disruption Management
- Predictive Modelling[1]
- Customer Experience Design
- Data Storytelling and Visualisation
- Market Profiling[1]
- Pricing Strategy

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

Back to Product Innovation and Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

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Prime Skills

Product Advisory	**Regulatory Compliance[1]**	**Sales Strategy**	**Shariah Compliance**

Career Pathways

Product Branding[1]	**Research and Information Synthesis**	**Sales Target Management[1]**	**Sustainable Insurance and Re-Insurance Solutions and Applications** *(Applies to Insurance and Takaful sub-sectors only)*
Product Design and Development[1]	**Risk Management**	**Scenario Planning and Analysis[1]**	

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
Click here to view the Power Skills required for all job roles.

Back to Product Innovation and Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales — 1 2 4 6
- Banca — 1 2 4 6 7
- Banca Management — 1 2 4 6 7
- Product Sales — 1 2 3 4
- B Agency — 6
- Agency Management — 6
- Broking — 6
- Broking Management — 6
- B Digital and Affinity — 6 7
- Business Development — 1 2 3 4 5
- Business Management — 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	A Community Partnership (1 2 3 4 5 6 7)	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

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Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Career Pathways

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- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- **Industry Advisory and Solutions**
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

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Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Product Innovation and Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Product Innovation and Management**
Job Role	**Industry Advisory and Solutions** — B Evolving Role
Job Purpose	Collaborate with business functions to provide strategic advisory services that identify and address specific needs, challenges and opportunities

Job Description

- Identify market trends and opportunities within the oversight industry
- Collaborate with business functions and stakeholders from the industry to understand industry specific needs and objectives and provide strategic advisory services aligning with their business strategies, industry standards and regulatory requirements
- Collaborate with cross-functional teams to design innovative products and services that cater to evolving industry needs while complying with risk appetite requirements
- Adapt and enhance product proposition to remain relevant and compelling for target customers

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Investment Banking
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   - Takaful
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Job Cluster	**Product Innovation and Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Product Innovation and Management**
Job Role	**Product Management**
Job Purpose	Manage products and services based on market trends by continuously monitoring, differentiating and improving their relevance to maximise value and profitability

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Prime Skills

- Business Opportunities Development[1]
- Customer Profiling[1]
- Demand and Supply Analysis
- Partnership Management
- Customer Acquisition and Retention Management[1]
- Data Collection and Analytics
- Disruption Management
- Predictive Modelling[1]

Career Pathways

- Customer Experience Design
- Data Storytelling and Visualisation
- Market Profiling[1]
- Pricing Strategy

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
Click here to view the Power Skills required for all job roles.

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Prime Skills

Product Advisory	Product Performance Management[2]	Research and Information Synthesis	Sales Target Management[1]
Product Branding	Project Management[2]	Risk Management	Scenario Planning and Analysis[1]

Career Pathways

Product Design and Development	Regulatory Compliance	Sales Strategy[1]	Shariah Compliance

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Job Clusters and Job Roles

Prime Skills

Sustainable Insurance and Re-Insurance Solutions and Applications
(Applies to Insurance and Takaful sub-sectors only)

User Interface and User Experience Design[2]

Career Pathways

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales — 1 2 4 6
- Banca — 1 2 4 6 7
- Banca Management — 1 2 4 6 7
- Product Sales — 1 2 3 4
- B Agency — 6
- Agency Management — 6
- Broking — 6
- Broking Management — 6
- B Digital and Affinity — 6 7
- Business Development — 1 2 3 4 5
- Business Management — 1 2 3 4 5

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management 1 2 3 4 5 6 7	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	A Community Partnership 1 2 3 4 5 6 7	Quality Assurance	

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management**
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy (1 2 3 4 5 6 7)
- (A) Digital Marketing (1 2 3 4 5 6 7)
- Product Marketing (1 2 3 4 5 6 7)
- Market Research and Customer Insights (1 2 3 4 5 6 7)
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — Sustainability Strategy — 1 2 3 4 5 6 7
- B — Sustainability Engagement and Reporting — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
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- Technology and Information Security Risk
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Job Clusters and Job Roles

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Career Pathways

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Job Cluster	**Product Innovation and Management**
Job Role	**Product Development**
Job Purpose	Lead new product and service development and improvements to maintain competitive edge in market

Job Description

- Perform market research, analyse customer/channel feedback and collaborate with cross-functional teams to define product concepts and features
- Establish product specifications, develop prototypes and conduct usability testing to assess the feasibility of the product
- Develop and maintain product roadmaps including outline timeline for product launches, enhancements and updates, and ensure compliance with regulatory requirements
- Support development of go-to-market strategies, pricing strategies and marketing campaigns
- Evaluate product's market performance by gathering customer feedback and making improvements based on market responses and evolving customer needs
- Manage end-to-end product approval process, from proposal submission to internal approvals and regulatory clearance where necessary
- Collaborate with cross-functional teams to define product requirements and specifications

Prime Skills

- Business Opportunities Development[1]
- Customer Profiling
- Demand and Supply Analysis
- Partnership Management
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- Disruption Management
- Predictive Modelling[1]

Career Pathways

- Customer Experience Design
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Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

Product Advisory	**Project Management[2]**	**Risk Management**	**Scenario Planning and Analysis**
Product Branding	**Regulatory Compliance**	**Sales Strategy[1]**	**Shariah Compliance**

Career Pathways

Product Design and Development	**Research and Information Synthesis**	**Sales Target Management[1]**	**Sustainable Insurance and Re-Insurance Solutions and Applications** *(Applies to Insurance and Takaful sub-sectors only)*

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Product Innovation and Management**
Job Role	**Product Development**
Job Purpose	Lead new product and service development and improvements to maintain competitive edge in market

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Prime Skills

User Interface and User Experience Design[2]

Career Pathways

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Direct Sales: 1 2 4 6
- Banca: 1 2 4 6 7
- Banca Management: 1 2 4 6 7
- Product Sales: 1 2 3 4
- (B) Agency: 6
- Agency Management: 6
- Broking: 6
- Broking Management: 6
- (B) Digital and Affinity: 6 7
- Business Development: 1 2 3 4 5
- Business Management: 1 2 3 4 5

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Branch Service
- Customer Service
- Digital Service
- B — Relationship Management (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management
- Customer Experience
- A — Community Partnership (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development**

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy (1 2 3 4 5 6 7)
- (A) Digital Marketing (1 2 3 4 5 6 7)
- Product Marketing (1 2 3 4 5 6 7)
- Market Research and Customer Insights (1 2 3 4 5 6 7)
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- **Integrated Operations Management**
- Digital, Data and IT Operations
- Finance Management and Operations
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- Branding, Marketing and Communications
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- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Integrated Operations Management Job Cluster

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7
B Underwriter 6 7	Risk Surveyor/ Engineering 6 7	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation 6 7	Third Party Management 6 7
B Credit and Lending 1 2 3 4 5	Card Operations 1 2 3 4 5	B Transaction Operations 1 2 3 4	Collection and Recovery Operations 1 2 3 4 5	B Investment Operations and Securities Services 1 2 3 4 5	Trade Finance Operations 1 2 3 4 5
B Treasury Operations 1 2 3 4 5	Risk and Control Management 1 2 3 4 5 6 7	B Project Management and Change Experience 1 2 3 4 5 6 7	B Operations and Process Excellence 1 2 3 4 5 6 7		

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
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3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Know Your Customer (KYC)/Customer Due Diligence (CDD)** — B Evolving Role
Job Purpose	Verify and authenticate identity of customers to mitigate risk and prevent fraud

Job Description

- Assess the risk associated with the customers and their transaction, such as, money laundering, terrorism financing and other illicit activities
- Utilise automation tools to streamline KYC/CDD process, reduce manual effort and increase data accuracy
- Ensure processes and procedures of KYC/CDD checks adhere to the regulatory requirements and standards

Prime Skills

Account Management	Customer Acquisition and Retention Management	Customer Screening and Onboarding	Data Protection
Anti-Money Laundering	Customer Experience Design	Data Collection and Analytics	Enterprise Risk Management

Career Pathways

Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Governance	Financial Analysis and Modelling[2]

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

- Monitoring and Surveillance
- Process Automation
- Regulatory Compliance
- Shariah Compliance

Career Pathways

- Operational Risk Management
- Project Management
- Risk Governance
- Sustainability Risk Management
- Policy Implementation and Revision
- Quality Assurance
- Risk Management
- Sustainable Insurance and Re-Insurance Solutions and Applications *(Applies to Insurance and Takaful sub-sectors only)*

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management (1 2 3 4 6)	Business Process Support (5 7)	Branch Operations (1 2 3 4 6)	B Customer Service Support (1 2 3 4 5 6 7)	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management (6 7)	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

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Job Clusters and Job Roles

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Know Your Customer (KYC)/Customer Due Diligence (CDD)** — B Evolving Role
Job Purpose	Verify and authenticate identity of customers to mitigate risk and prevent fraud

Job Description

- Assess the risk associated with the customers and their transaction, such as, money laundering, terrorism financing and other illicit activities
- Utilise automation tools to streamline KYC/CDD process, reduce manual effort and increase data accuracy
- Ensure processes and procedures of KYC/CDD checks adhere to the regulatory requirements and standards

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- **Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing** (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption
- **Fraud Management** (1 2 3 4 5 6 7)
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

Job Description

A. For Banking and Insurance and Takaful sub-sectors:

- Facilitate customer onboarding and/or off-boarding and quality reviews on account management
- Manage account maintenance, reconciliation and documentation, while meeting quality standards for operational activity

B. For Banking sub-sectors:

- Process customer's requests using automated systems for account opening and maintenance in support of frontline relationship management

C. For Insurance and Takaful sub-sector:

- Utilise data analytics to assess accounts profitability, identify trends and patterns to optimise customer's accounts and enhance overall performance
- Manage the intermediaries' accounts, including monitoring performance and profitability and ensure compliance with contractual agreements and regulatory requirements

Prime Skills

Account Management	Credit Assessment	Customer Profiling	Data Collection and Analytics
Anti-Money Laundering	Customer Acquisition and Retention Management	Customer Relationship Management	Data Governance

Career Pathways

Continuous Improvement and Process Re-Engineering	Customer Experience Design	Customer Screening and Onboarding	Data Protection

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

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Prime Skills

Career Pathways

Data Storytelling and Visualisation	**Monitoring and Surveillance**	**Project Management**	**Risk Governance**
Enterprise Risk Management	**Policy Implementation and Revision** *(Applies to Insurance and Takaful sub-sectors only)*	**Quality Assurance**	**Risk Management**
Financial Analysis and Modelling[2]	**Process Automation**	**Regulatory Compliance**	**Shariah Compliance**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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   Islamic Corporate and Commercial Banking
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   Islamic Digital Banking
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   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

Job Description

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Prime Skills

Sustainability Risk Management

Sustainable Insurance and Re-Insurance Solutions and Applications
(Applies to Insurance and Takaful sub-sectors only)

Career Pathways

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Branch Service	B Customer Service 1 2 3 4 5 6 7	B Digital Service 1 2 3 4 5 6 7	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management 1 2 3 4 5 6 7	Customer Experience	Community Partnership	Quality Assurance 1 2 3 4 5 6 7	

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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   - Islamic Digital Banking
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   - Takaful
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   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management	Business Process Support 5 7	Branch Operations	B Customer Service Support 1 2 3 4 5 6 7
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation

Collection Operations

Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- B Vendor Management — 1 2 3 4 5 6 7
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

Job Description

A. For Banking and Insurance and Takaful sub-sectors:

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk 1 2 3 4 5 6 7	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory 1 2 3 4 5 6 7	Compliance Monitoring and Surveillance 1 2 3 4 5 6 7	Regulatory Compliance 1 2 3 4 5 6 7	

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Cluster	**Integrated Operations Management**
Job Role	**Client/Account Management**
Job Purpose	Manage daily activities involved in customer account processing and ensure proper documentation management

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Business Process Support**
Job Purpose	Ensure smooth customer onboarding, account management and adherence to regulatory compliance standards

Job Description

- Facilitate onboarding process for customers by gathering relevant documents for any financial transactions or activities through digital technologies
- Assess the risk associated with customers and their transaction, such as, money laundering, terrorism financing and other illicit activities
- Ensure processes and procedures of KYC/CDD checks adhere to the regulatory requirements and standards
- Process customer requests using automated systems for account opening and maintenance in support of frontline relationship management
- Manage account maintenance, reconciliation and documentation, while meeting quality standards for operational activity

Prime Skills

- Account Management
- Customer Experience Design
- Data Collection and Analytics
- Quality Assurance

Career Pathways

- Anti-Money Laundering
- Customer Relationship Management
- Operational Risk Management
- Shariah Compliance
- Continuous Improvement and Process Re-Engineering
- Customer Screening and Onboarding
- Process Automation
- Shariah Risk Management

Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Business Process Support**
Job Purpose	Ensure smooth customer onboarding, account management and adherence to regulatory compliance standards

Job Description

- Facilitate onboarding process for customers by gathering relevant documents for any financial transactions or activities through digital technologies
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- Manage account maintenance, reconciliation and documentation, while meeting quality standards for operational activity

Prime Skills

Sustainability Risk Management

Career Pathways

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Business Process Support**
Job Purpose	Ensure smooth customer onboarding, account management and adherence to regulatory compliance standards

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- Manage account maintenance, reconciliation and documentation, while meeting quality standards for operational activity

Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Branch Service
- (B) Customer Service (1 2 3 4 5 6 7)
- (B) Digital Service (1 2 3 4 5 6 7)
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution

Career Pathways

- Business Coaching and Training
- Complaints Management (1 2 3 4 5 6 7)
- Customer Experience
- Community Partnership
- Quality Assurance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
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Job Cluster	**Integrated Operations Management**
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Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support	Branch Operations	B Customer Service Support 1 2 3 4 5 6 7
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation

Collection Operations

Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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Job Cluster	**Integrated Operations Management**
Job Role	**Business Process Support**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Business Process Support**
Job Purpose	Ensure smooth customer onboarding, account management and adherence to regulatory compliance standards

Job Description

- Facilitate onboarding process for customers by gathering relevant documents for any financial transactions or activities through digital technologies
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
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- Fraud Management (1 2 3 4 5 6 7)
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Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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   - Islamic Digital Banking
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   - Takaful
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   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Branch Operations**
Job Purpose	Manage end-to-end branch management and administration and ensure customer satisfaction

Job Description

- Oversee the effectiveness of customer services, physical transaction activities and digital technologies (e.g., customer application, policy enquiry/ATM machines etc.) between branch and customers
- Execute strategies and initiatives to elevate customer experiences through customer touchpoints within a branch
- Mitigate security and operational risks by identifying potential risks and defining appropriate risk management strategies for branch operations

Prime Skills

Account Management	Business Planning and Needs Analysis	Customer Experience Design	Data Collection and Analytics
Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Governance

Career Pathways

Business Performance Management	Customer Acquisition and Retention Management	Customer Screening and Onboarding	Data Protection

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Branch Operations**
Job Purpose	Manage end-to-end branch management and administration and ensure customer satisfaction

Job Description

- Oversee the effectiveness of customer services, physical transaction activities and digital technologies (e.g., customer application, policy enquiry/ATM machines etc.) between branch and customers
- Execute strategies and initiatives to elevate customer experiences through customer touchpoints within a branch
- Mitigate security and operational risks by identifying potential risks and defining appropriate risk management strategies for branch operations

Prime Skills

Data Storytelling and Visualisation	Global Perspectives	Policy Implementation and Revision *(Applies to Insurance and Takaful sub-sectors only)*	Product Advisory[1]
Enterprise Risk Management	Monitoring and Surveillance	Predictive Modelling	Project Management[2]

Career Pathways

Financial Analysis and Modelling[2]	Operational Risk Management	Process Automation	Quality Assurance

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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   - Islamic Investment Banking
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Prime Skills

- Regulatory Compliance
- Risk Management
- Shariah Risk Management
- Research and Information Synthesis
- Scenario Planning and Analysis
- Sustainability Risk Management

Career Pathways

- Risk Governance
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications *(Applies to Insurance and Takaful sub-sectors only)*

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Sub-Sectors

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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

B Branch Service (1 2 3 4 6)	B Customer Service (1 2 3 4 5 6 7)	B Digital Service (1 2 3 4 5 6 7)	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management (1 2 3 4 5 6 7)	Customer Experience	Community Partnership	Quality Assurance (1 2 3 4 5 6 7)	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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Job Cluster	**Integrated Operations Management**
Job Role	**Branch Operations**
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Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	**Client/Account Management** (1 2 3 4 6)	**Business Process Support** (5 7)	Branch Operations	(B) **Customer Service Support** (1 2 3 4 5 6 7)
Underwriter	Risk Surveyor/ Engineering	**Policy Management** (6 7)	(B) **Claims Management** (6 7)	Claims Adjuster/ Claims Investigation

Collection Operations

Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- B **Transaction Operations** 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** 1 2 3 4 5 6 7
- Project Management and Change Experience
- B **Operations and Process Excellence** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation
- Finance Systems
- Finance Policy Management
- Tax Management
- Finance Operations (1 2 3 4 5 6 7)
- Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Customer Service Support** — B Evolving Role
Job Purpose	Manage end-to-end customer service operations to deliver positive and personalised customer experience

Job Description

- Manage unresolved and complex customer inquiries and define plans to assist customers
- Resolve customer issues, discrepancies and complaints in a timely and efficient manner
- Assess quality issues, conduct root cause analysis, recommend action steps and develop improvement plans to improve customer service performance
- Ensure customer service protocols adhere to policies, procedures and regulatory guidelines

Prime Skills

Account Management	Business Planning and Needs Analysis	Customer Experience Design	Data Collection and Analytics
Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Governance

Career Pathways

Business Performance Management	Customer Acquisition and Retention Management	Customer Screening and Onboarding	Data Protection

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

Data Storytelling and Visualisation	Global Perspectives	Policy Implementation and Revision *(Applies to Insurance and Takaful sub-sectors only)*	Product Advisory
Enterprise Risk Management	Monitoring and Surveillance	Predictive Modelling	Project Management

Career Pathways

Financial Analysis and Modelling[2]	Operational Risk Management	Process Automation	Quality Assurance

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Prime Skills

- Regulatory Compliance
- Risk Management
- Shariah Risk Management
- Research and Information Synthesis
- Scenario Planning and Analysis
- Sustainability Risk Management

Career Pathways

- Risk Governance
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications
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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- B **Branch Service** (1 2 3 4 6)
- B **Customer Service** (1 2 3 4 5 6 7)
- B **Digital Service** (1 2 3 4 5 6 7)
- **Relationship Management**
- **Financial Advisory**
- **Investment Advisory and Execution**

Career Pathways

- **Business Coaching and Training**
- **Complaints Management** (1 2 3 4 5 6 7)
- **Customer Experience**
- **Community Partnership**
- **Quality Assurance** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations (1 2 3 4 6)	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management (6 7)	B Claims Management (6 7)	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- B Operations and Process Excellence — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Collection Operations**
Job Purpose	Manage the premium collection process and ensure smooth and timely payments

Similar Roles in Banking Sub-Sectors

- Collection and Recovery Operations

Job Description

- Oversee and manage the collection of premiums from policyholders and intermediaries and ensure payments are made on time
- Collaborate with other departments to resolve customer complaints or disputes related to premiums and collections
- Ensure collection processes adhere to industry standards and regulatory requirements

Prime Skills

Account Management[1]	**Business Planning and Needs Analysis[1]**	**Customer Relationship Management**	**Data Governance**
Anti-Money Laundering	**Continuous Improvement and Process Re-Engineering**	**Customer Screening and Onboarding[1]**	**Data Protection**

Career Pathways

Business Performance Management[1]	**Customer Experience Design**	**Data Collection and Analytics**	**Data Storytelling and Visualisation**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Collection Operations**
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Similar Roles in Banking Sub-Sectors

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Prime Skills

Enterprise Risk Management	Global Perspectives	Policy Implementation and Revision[2]	Project Management[2]
Financial Analysis and Modelling[2]	Monitoring and Surveillance	Predictive Modelling	Quality Assurance

Career Pathways

Financial Transactions[2]	Operational Risk Management	Process Automation	Regulatory Compliance

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
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Prime Skills

- Research and Information Synthesis[1]
- Scenario Planning and Analysis
- Sustainability Risk Management
- Risk Governance
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications

Career Pathways

- Risk Management
- Shariah Risk Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

B Branch Service 1 2 3 4 6	B Customer Service 1 2 3 4 5 6 7	B Digital Service 1 2 3 4 5 6 7	Relationship Management	Financial Advisory	Investment Advisory and Execution								
Business Coaching and Training	Complaints Management 1 2 3 4 5 6 7	Customer Experience	Community Partnership	Quality Assurance									

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support	Branch Operations	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role B Evolving Role

Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** — 1 2 3 4 5
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- **Collection and Recovery Operations**
- **Investment Operations and Securities Services**
- **Trade Finance Operations**
- **Treasury Operations**
- **Risk and Control Management** — 1 2 3 4 5 6 7
- **Project Management and Change Experience**
- **Operations and Process Excellence**

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Collection Operations**
Job Purpose	Manage the premium collection process and ensure smooth and timely payments

Similar Roles in Banking Sub-Sectors

- Collection and Recovery Operations

Job Description

- Oversee and manage the collection of premiums from policyholders and intermediaries and ensure payments are made on time
- Collaborate with other departments to resolve customer complaints or disputes related to premiums and collections
- Ensure collection processes adhere to industry standards and regulatory requirements

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation
- Finance Systems
- Finance Policy Management
- Tax Management
- Finance Operations (1 2 3 4 5 6 7)
- Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Underwriter** — B Evolving Role
Job Purpose	Evaluate insurance applications to ensure balance between company profit and policyholder needs

Job Description

- Leverage AI to efficiently assess risks of insurance applications, such as, financial status, health conditions, property details and business operations
- Provide support to determine suitable premium price ranges for policyholders
- Determine appropriate coverage terms, conditions and premium rates for insurance applications, based on applicant's risk assessment and organisation's policies
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- Ensure effective transactions with policyholders regarding policy changes, endorsements and renewals
- Provide existing policy personalisation to accommodate policyholders' changing needs and circumstances
- Analyse portfolios to identify potential areas of concern and provide recommendations for adjustments to maintain a balanced risk profile

Prime Skills

- **Account Management[1]**
- **Business Planning and Needs Analysis**
- **Credit Assessment[2]**
- **Customer Profiling[2]**

Career Pathways

- **Anti-Money Laundering**
- **Client Investment Suitability[1]**
- **Customer Acquisition and Retention Management[1]**
- **Customer Relationship Management**
- **Business Performance Management[1]**
- **Continuous Improvement and Process Re-Engineering**
- **Customer Experience Design**
- **Customer Screening and Onboarding[1]**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Prime Skills	**Data Collection and Analytics**	**Data Storytelling and Visualisation**	**Financial Analysis and Modelling[2]**	**Monitoring and Surveillance**
	Data Governance	**Demand and Supply Analysis[2]**	**Financial Planning[2]**	**Operational Risk Management**
Career Pathways	**Data Protection**	**Enterprise Risk Management**	**Global Perspectives**	**Policy Implementation and Revision**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Prime Skills

Predictive Modelling	**Product Advisory**	**Project Management[2]**	**Regulatory Compliance**
Pricing Strategy[2]	**Product Design and Development**	**Prototyping[2]**	**Research and Information Synthesis[1]**

Career Pathways

Process Automation	**Product Performance Management[2]**	**Quality Assurance**	**Risk Governance**

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Prime Skills

- Risk Management
- Shariah Risk Management
- Underwriting Management

Career Pathways

- Scenario Planning and Analysis
- Sustainability Risk Management
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	B Agency (6)	Agency Management (6)								
Broking (6)	Broking Management (6)	B Digital and Affinity (6 7)	Business Development	Business Management									

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Segment Strategy and Acquisition
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- Product Development

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering (6 7)	Policy Management (6 7)	B Claims Management (6 7)	Claims Adjuster/ Claims Investigation (6 7)	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Risk Surveyor/Engineering** *(Only applies to General Insurance and Takaful)*
Job Purpose	Assess and evaluate potential risks associated with assets or sites that need to be insured to inform underwriting decisions and risk management strategies

Job Description

- Conduct comprehensive risk assessment surveys to identify potential hazards, vulnerabilities and risk exposures
- Produce and proofread survey reports for the purpose of underwriting, special rating, risk management, risk improvement and loss assessment
- Provide evaluations and recommendations to recognise, evaluate and control conditions that could lead to accidents or losses

Prime Skills

Anti-Money Laundering	Data Protection	Insurance Claims Processing	Policy Implementation and Revision
Continuous Improvement and Process Re-Engineering	Enterprise Risk Management	Monitoring and Surveillance	Predictive Modelling

Career Pathways

Data Governance	Global Perspectives	Operational Risk Management	Process Automation

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Project Management
- Research and Information Synthesis
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications

Career Pathways

- Quality Assurance
- Risk Governance
- Shariah Risk Management
- Regulatory Compliance
- Risk Management
- Sustainability Risk Management

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B **Underwriter** 6 7	Risk Surveyor/ Engineering	Policy Management	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

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Legend: (A) Emerging Role (B) Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Policy Management**
Job Purpose	Managing all aspects related to an issued insurance policy to meet the needs of policyholders throughout the policy duration

Job Description

- Manage the ongoing maintenance of insurance policies and ensure accuracy and completeness of policy records
- Ensure effective and transparent communication with policyholders regarding policy changes, endorsements and renewals
- Collaborate with cross-functional teams, ensure seamless customer service experience and enhance customer retention
- Ensure transactional activities are compliant with standards, regulations, Service Level Agreement (SLAs) and SOPs

Prime Skills

Account Management[1]	**Business Planning and Needs Analysis[1]**	**Customer Experience Design**	**Data Collection and Analytics**
Anti-Money Laundering	**Continuous Improvement and Process Re-Engineering**	**Customer Relationship Management[1]**	**Data Governance**

Career Pathways

Business Performance Management	**Customer Acquisition and Retention Management[1]**	**Customer Screening and Onboarding[1]**	**Data Protection**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

Data Storytelling and Visualisation	Monitoring and Surveillance	Predictive Modelling[1]	Product Design and Development[1]
Enterprise Risk Management	Operational Risk Management	Process Automation	Project Management[2]

Career Pathways

Global Perspectives	Policy Implementation and Revision	Product Advisory[1]	Quality Assurance

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

Career Pathways

Regulatory Compliance	**Risk Management**	**Shariah Risk Management**
Research and Information Synthesis[1]	**Scenario Planning and Analysis[1]**	**Sustainability Risk Management**
Risk Governance	**Shariah Compliance**	**Sustainable Insurance and Re-Insurance Solutions and Applications**

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- Ensure transactional activities are compliant with standards, regulations, Service Level Agreement (SLAs) and SOPs

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management (1 2 3 4 6)	Business Process Support	Branch Operations	(B) Customer Service Support (1 2 3 4 5 6 7)	Collection Operations (6 7)
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Policy Management**
Job Purpose	Managing all aspects related to an issued insurance policy to meet the needs of policyholders throughout the policy duration

Job Description

- Manage the ongoing maintenance of insurance policies and ensure accuracy and completeness of policy records
- Ensure effective and transparent communication with policyholders regarding policy changes, endorsements and renewals
- Collaborate with cross-functional teams, ensure seamless customer service experience and enhance customer retention
- Ensure transactional activities are compliant with standards, regulations, Service Level Agreement (SLAs) and SOPs

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- B **Transaction Operations** 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** 1 2 3 4 5 6 7
- Project Management and Change Experience
- B **Operations and Process Excellence** 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
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3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

Job Cluster	**Integrated Operations Management**
Job Role	**Claims Management** — B Evolving Role
Job Purpose	Manage the entire claims process to ensure smooth and timely processing

Job Description

- Manage the end-to-end claims process, including receiving, reviewing, processing and recovering claims, verifying policy coverage and ensuring compliance with policy terms
- Validate the legitimacy of claims by conducting investigations and assessments
- Ensure timely and accurate processing of claim payments to policyholders or beneficiaries
- Enhance the efficiency and accuracy of claims processing by utilising AI-powered algorithms to increase customer satisfaction
- Uphold data integrity by maintaining accurate and current claims records and databases

Prime Skills

Account Management[1]	Business Planning and Needs Analysis[1]	Customer Experience Design	Data Collection and Analytics

Career Pathways

Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Governance
Business Performance Management[1]	Customer Acquisition and Retention Management	Customer Screening and Onboarding[1]	Data Protection

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

Job Cluster	**Integrated Operations Management**
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Prime Skills

Data Storytelling and Visualisation	Global Perspectives	Operational Risk Management	Process Automation
Enterprise Risk Management	Insurance Claims Processing	Policy Implementation and Revision	Product Advisory

Career Pathways

Financial Transactions[2]	Monitoring and Surveillance	Predictive Modelling[1]	Product Design and Development

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Sub-Sectors

Job Cluster	**Integrated Operations Management**
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Prime Skills

Project Management[2]	Research and Information Synthesis	Scenario Planning and Analysis[1]	Sustainability Risk Management
Quality Assurance	Risk Governance	Shariah Compliance	Sustainable Insurance and Re-Insurance Solutions and Applications

Career Pathways

Regulatory Compliance	Risk Management	Shariah Risk Management	Underwriting Management

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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5 • Digital Banking • Islamic Digital Banking
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7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales	B Agency (6)	Agency Management (6)								
Broking (6)	Broking Management (6)	B Digital and Affinity (6 7)	Business Development	Business Management									

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	B Relationship Management (1 2 3 4 5 6 7)	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	**Client/Account Management** 1 2 3 4 6	Business Process Support	**Branch Operations** 1 2 3 4 6	B **Customer Service Support** 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	**Policy Management** 6 7	Claims Management	**Claims Adjuster/ Claims Investigation** 6 7	Third Party Management

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Digital Banking
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   - Takaful
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   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Claims Adjuster/Claims Investigation**
Job Purpose	Independently evaluate claims fairly and accurately to ensure fair settlements with policyholders and the organisation

Job Description

- Conduct thorough investigations of insurance claims to ensure fair assessments for determining insurance coverage
- Conduct interviews with claimants, witnesses and other relevant parties to gather necessary information
- Coordinate with legal counsel, medical experts or other relevant experts for expert advice when necessary
- Ensure all records of investigations, assessments and claim assessments are accurate and compliant to federal and state laws and regulation as well as organisational standards

Prime Skills

Account Management[1]	**Business Planning and Needs Analysis[1]**	**Customer Relationship Management**	**Data Governance**
Anti-Money Laundering	**Continuous Improvement and Process Re-Engineering**	**Customer Screening and Onboarding[1]**	**Data Protection**

Career Pathways

Business Performance Management[1]	**Customer Experience Design**	**Data Collection and Analytics**	**Data Storytelling and Visualisation**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills	**Enterprise Risk Management**	**Monitoring and Surveillance**	**Predictive Modelling[1]**	**Quality Assurance**
	Global Perspectives	**Operational Risk Management**	**Process Automation**	**Regulatory Compliance**
Career Pathways	**Insurance Claims Processing**	**Policy Implementation and Revision**	**Project Management[2]**	**Research and Information Synthesis**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Sub-Sectors

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Prime Skills

Career Pathways

Risk Governance	**Shariah Compliance**	**Sustainable Insurance and Re-Insurance Solutions and Applications**
Risk Management	**Shariah Risk Management**	
Scenario Planning and Analysis[1]	**Sustainability Risk Management**	

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B Underwriter 6 7	Risk Surveyor/ Engineering 6 7	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
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Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Third Party Management**
Job Purpose	Manage relationships with external vendors, ensure timely delivery of service and support vendor issue resolution

Job Description

- Oversee and manage relationships with external vendors, ensure claims processing and adherence to Service Level Agreements (SLAs)
- Develop relationships with strategic vendors/suppliers and help manage portfolio of vendors, bought services, products and projects
- Coordinate with functional owners to administer contracts, contract changes and related documentation
- Collaborate with vendors and other internal stakeholders to identify continuous cost improvement strategies

Prime Skills

Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Data Governance	Enterprise Risk Management
Business Performance Management[1]	Credit Assessment[2]	Data Protection	Global Perspectives

Career Pathways

Business Planning and Needs Analysis[1]	Data Collection and Analytics	Data Storytelling and Visualisation	Insurance Claims Processing[2]

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

Monitoring and Surveillance	**Predictive Modelling[1]**	**Quality Assurance**	**Risk Governance**
Operational Risk Management	**Process Automation**	**Regulatory Compliance**	**Risk Management**

Career Pathways

Policy Implementation and Revision	**Project Management[2]**	**Research and Information Synthesis[1]**	**Scenario Planning and Analysis**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Sub-Sectors

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- Collaborate with vendors and other internal stakeholders to identify continuous cost improvement strategies

Prime Skills

- **Shariah Compliance**
- **Sustainable Insurance and Re-Insurance Solutions and Applications**
- **Shariah Risk Management**

Career Pathways

- **Sustainability Risk Management**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales	Banca	Banca Management (1 2 4 6 7)	Product Sales	Agency	Agency Management (6)	
Broking	Broking Management (6)	B Digital and Affinity (6 7)	Business Development	Business Management (1 2 3 4 5)		

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	(A) Community Partnership 1 2 3 4 5 6 7	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Third Party Management**
Job Purpose	Manage relationships with external vendors, ensure timely delivery of service and support vendor issue resolution

Job Description

- Oversee and manage relationships with external vendors, ensure claims processing and adherence to Service Level Agreements (SLAs)
- Develop relationships with strategic vendors/suppliers and help manage portfolio of vendors, bought services, products and projects
- Coordinate with functional owners to administer contracts, contract changes and related documentation
- Collaborate with vendors and other internal stakeholders to identify continuous cost improvement strategies

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- B Operations and Process Excellence — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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5 • Digital Banking • Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

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Prime Skills

Data Centre Operations | Database Administration | Business Intelligence | Data Science | Cybersecurity Threat Intelligence | Security Monitoring and Incident Response

Career Pathways

Vulnerability Management | Access Management | Transformation and IT Project Management | Business Analysis | Service and Change Management | IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations
1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Credit and Lending** — B Evolving Role
Job Purpose	Evaluate creditworthiness of borrowers and ensure loan processes adhere to proper policies and guidelines

Job Description

- Process credit applications through use of digital technologies to validate and verify documents received
- Leverage digital technologies to assess borrowers' creditworthiness by analysing financial documents, credit reports, income statements and other relevant documents
- Determine appropriate loan terms and establish a structured repayment plan based on customers' needs
- Ensure release of fund is executed in a timely and compliant manner

Prime Skills

Anti-Money Laundering	Credit Risk Management	Data Collection and Analytics	Financial Transactions
Continuous Improvement and Process Re-Engineering	Customer Experience Design	Enterprise Risk Management	Islamic Wealth Management

Career Pathways

Credit Assessment	Customer Screening and Onboarding	Financial Analysis and Modelling	Operational Risk Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

Career Pathways

- Process Automation
- Shariah Compliance
- Regulatory Compliance
- Shariah Risk Management
- Risk Management
- Sustainability Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	**Collection Operations** 6 7
Underwriter	Risk Surveyor/ Engineering	**Policy Management** 6 7	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Prime Skills

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Career Pathways

- Credit and Lending
- B Treasury Operations (1 2 3 4 5)
- Card Operations (1 2 3 4 5)
- Risk and Control Management
- B Transaction Operations (1 2 3 4)
- Project Management and Change Experience
- Collection and Recovery Operations (1 2 3 4 5)
- B Operations and Process Excellence (1 2 3 4 5 6 7)
- Investment Operations and Securities Services
- Trade Finance Operations (1 2 3 4 5)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	**Credit Risk** (1 2 3 4 5 6 7)	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
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   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Card Operations** — B Evolving Role
Job Purpose	Manage card operations and process to deliver seamless card experience for applicants and cardholders

Job Description

- Manage card application process by ensuring efficient issuance, maintenance and support of various types of payment cards
- Process card transactions and ensure accuracy and security of each transaction
- Monitor card transactions for potential fraud, unauthorised use or suspicious activities, and define appropriate action to prevent fraudulent transactions and safeguard cardholder's accounts
- Generate card statements and report on transactions for cardholders

Prime Skills

- Anti-Money Laundering
- Customer Relationship Management
- Data Governance
- Operational Risk Management
- Continuous Improvement and Process Re-Engineering
- Customer Screening and Onboarding
- Enterprise Risk Management
- Process Automation

Career Pathways

- Customer Experience Design
- Data Collection and Analytics
- Financial Analysis and Modelling
- Regulatory Compliance

Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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Prime Skills

- Risk Management
- Sustainability Risk Management
- Shariah Compliance

Career Pathways

- Shariah Risk Management

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Back to Integrated Operations Management Overview

Sub-Sectors

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Branch Service
- B **Customer Service** (1 2 3 4 5 6 7)
- Digital Service
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution

Career Pathways

- Business Coaching and Training
- Complaints Management
- Customer Experience
- Community Partnership
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Job Clusters and Job Roles

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Career Pathways

- B **Credit and Lending** (1 2 3 4 5)
- Card Operations
- B **Transaction Operations** (1 2 3 4)
- **Collection and Recovery Operations** (1 2 3 4 5)
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

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Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Transaction Operations** — B Evolving Role
Job Purpose	Manage transactional activities and establish effective measures and quality checks that adhere to standards, regulations and Service Level Agreement (SLAs)

Job Description

- Execute processing and reporting of transactional activities (e.g., payments, fund transfer, deposits, withdrawals, account adjustments, Islamic transactions), by leveraging digital technologies
- Develop quality control measures and conduct quality checks on transaction reports to identify and rectify errors or discrepancies
- Ensure transactional activities comply with standards, regulations and Service Level Agreement (SLAs)
- Ensure release of fund is executed in a timely and compliant manner

Prime Skills

Anti-Money Laundering	Data Collection and Analytics	Financial Transactions	Regulatory Compliance
Continuous Improvement and Process Re-Engineering	Enterprise Risk Management	Operational Risk Management	Risk Management

Career Pathways

Customer Experience Design	Financial Analysis and Modelling	Process Automation	Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Transaction Operations** — B Evolving Role
Job Purpose	Manage transactional activities and establish effective measures and quality checks that adhere to standards, regulations and Service Level Agreement (SLAs)

Job Description

- Execute processing and reporting of transactional activities (e.g., payments, fund transfer, deposits, withdrawals, account adjustments, Islamic transactions), by leveraging digital technologies
- Develop quality control measures and conduct quality checks on transaction reports to identify and rectify errors or discrepancies
- Ensure transactional activities comply with standards, regulations and Service Level Agreement (SLAs)
- Ensure release of fund is executed in a timely and compliant manner

Prime Skills

- Shariah Risk Management
- Sustainability Risk Management

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
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   - Takaful
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Branch Service	B Customer Service (1 2 3 4 5 6 7)	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	B Customer Service Support (1 2 3 4 5 6 7)	Collection Operations (6 7)
Underwriter	Risk Surveyor/ Engineering	Policy Management (6 7)	B Claims Management (6 7)	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Credit and Lending	Card Operations	Transaction Operations	Collection and Recovery Operations	Investment Operations and Securities Services	Trade Finance Operations (1 2 3 4 5)
B Treasury Operations (1 2 3 4 5)	Risk and Control Management (1 2 3 4 5 6 7)	Project Management and Change Experience	B Operations and Process Excellence (1 2 3 4 5 6 7)		

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management
Finance Systems	Finance Policy Management	Tax Management	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Finance Transformation

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Collection and Recovery Operations**
Job Purpose	Manage delinquent accounts and payment to recover outstanding debts, while adhering to regulations and industry standards

Similar Roles in Insurance and Takaful Sub-Sectors

- Collection Operations

Job Description

- Monitor loan and account portfolios to identify delinquent payments and accounts
- Execute strategies and activities to address delinquent payments and accounts through proper payment arrangements, settlements or restructuring
- Ensure collection and recovery processes adhere to industry standards and regulatory requirements

Prime Skills

- Account Management
- Business Planning and Needs Analysis
- Customer Relationship Management
- Data Protection
- Anti-Money Laundering
- Continuous Improvement and Process Re-Engineering
- Data Collection and Analytics
- Data Storytelling and Visualisation

Career Pathways

- Business Performance Management
- Customer Experience Design
- Data Governance
- Enterprise Risk Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

Financial Analysis and Modelling	Monitoring and Surveillance	Process Automation	Regulatory Compliance
Financial Transactions	Operational Risk Management	Project Management	Research and Information Synthesis

Career Pathways

Global Perspectives	Predictive Modelling	Quality Assurance	Risk Governance

Click here to view the Power Skills required for all job roles.

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- Collection Operations

Job Description

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- Execute strategies and activities to address delinquent payments and accounts through proper payment arrangements, settlements or restructuring
- Ensure collection and recovery processes adhere to industry standards and regulatory requirements

Prime Skills

- Risk Management
- Shariah Risk Management
- Scenario Planning and Analysis
- Sustainability Risk Management

Career Pathways

- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Branch Service	B Customer Service (1 2 3 4 5 6 7)	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Collection and Recovery Operations**
Job Purpose	Manage delinquent accounts and payment to recover outstanding debts, while adhering to regulations and industry standards

Similar Roles in Insurance and Takaful Sub-Sectors

- Collection Operations

Job Description

- Monitor loan and account portfolios to identify delinquent payments and accounts
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	B Customer Service Support (1 2 3 4 5 6 7)	Collection Operations	
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- **Card Operations** (1 2 3 4 5)
- (B) **Transaction Operations** (1 2 3 4)
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Collection and Recovery Operations**
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Similar Roles in Insurance and Takaful Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

Enterprise Risk Management	Risk Modelling and Validation	**Credit Risk** 1 2 3 4 5 6 7	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Collection and Recovery Operations**
Job Purpose	Manage delinquent accounts and payment to recover outstanding debts, while adhering to regulations and industry standards

Similar Roles in Insurance and Takaful Sub-Sectors

- Collection Operations

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

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- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Investment Operations and Securities Services** — B Evolving Role
Job Purpose	Manage investment-related activities, to ensure smooth investment operations

Job Description

- Manage settlement processes to ensure timely and accurate completion of financial transactions
- Support onboarding of new customers, including account set-up, documentation and legal requirements
- Prepare and distribute investment reports, including portfolio statements, transaction summaries and performance analytics
- Prepare and submit regulatory reports and address enquiries and requests from regulatory bodies

Prime Skills

Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Data Collection and Analytics	Enterprise Risk Management
Block Trading	Customer Experience Design	Data Governance	Financial Analysis and Modelling

Career Pathways

Business Performance Management	Customer Relationship Management	Data Storytelling and Visualisation	Fund Accounting

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Operational Risk Management
- Process Automation
- Shariah Compliance
- Portfolio and Investment Risk Management
- Regulatory Compliance
- Shariah Risk Management

Career Pathways

- Predictive Modelling
- Risk Management
- Sustainability Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution (1 2 3 4 5)
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B — 1 2 3 4 6	1 2 3 4 6	5 7			
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Investment Operations and Securities Services** — B Evolving Role
Job Purpose	Manage investment-related activities, to ensure smooth investment operations

Job Description

- Manage settlement processes to ensure timely and accurate completion of financial transactions
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- B Transaction Operations (1 2 3 4)
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations (1 2 3 4 5)
- Treasury Operations
- Risk and Control Management (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B Operations and Process Excellence (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Trade Finance Operations**
Job Purpose	Ensure execution, regulatory compliance and cross-border facilitation while minimising risk and operational errors

Job Description

- Process trade finance transactions, including letters of credit (LCs), documentary collections and trade loans
- Review trade-related documents to ensure compliance with contractual terms and regulatory requirements
- Maintain accurate records of trade transactions, including the collection and safekeeping of documents
- Implement risk management strategies to minimise exposure to potential loss

Prime Skills

Anti-Money Laundering	Customer Experience Design	Data Governance	Financial Analysis and Modelling
Continuous Improvement and Process Re-Engineering	Customer Relationship Management	Data Protection	Operational Risk Management

Career Pathways

Credit Risk Management	Data Collection and Analytics	Enterprise Risk Management	Process Automation

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

- Regulatory Compliance
- Shariah Risk Management
- Risk Management
- Sustainability Risk Management

Career Pathways

- Shariah Compliance
- Trade Finance Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- B **Transaction Operations** (1 2 3 4)
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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   Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Treasury Operations** — B Evolving Role
Job Purpose	Execute daily operations of treasury and over-the-counter trade transactions processing, and clearing and settlement

Job Description

- Manage daily operations of treasury, trade booking, processing and clearing as well as settlement
- Monitor financial market conditions, exchange rates, interest rates and other relevant factors that may impact organisation's treasury operations
- Develop and implement funding strategies and maintain optimal capital structure to finance organisation's operations

Prime Skills

- Anti-Money Laundering
- Data Collection and Analytics
- Operational Risk Management
- Risk Management
- Continuous Improvement and Process Re-Engineering
- Enterprise Risk Management
- Process Automation
- Shariah Compliance

Career Pathways

- Customer Experience Design
- Financial Analysis and Modelling
- Regulatory Compliance
- Shariah Risk Management

Click here to view the Power Skills required for all job roles.

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3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

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Career Pathways

Prime Skills

- **Sustainability Risk Management**
- **Sustainable Finance Instruments Structuring**

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

Credit and Lending	Card Operations	B Transaction Operations (1 2 3 4)	Collection and Recovery Operations	Investment Operations and Securities Services	Trade Finance Operations (1 2 3 4 5)
Treasury Operations	Risk and Control Management (1 2 3 4 5 6 7)	Project Management and Change Experience	B Operations and Process Excellence (1 2 3 4 5 6 7)		

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation
- Finance Systems
- Finance Policy Management
- Tax Management
- **Finance Operations** — 1 2 3 4 5 6 7
- **Shared Services and 3rd Party Ecosystems** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Integrated Operations Management**
Job Role	**Risk and Control Management**
Job Purpose	Mitigate risks impacting the organisatiaon's financial position, operations and reputation with control measures and risk assessments

Job Description

- Monitor high-risk operational and emerging risk incidents within operations and functions, and to define mitigation plans
- Manage daily business risk assessments, fraud risk assessments and coordinate in accordance with defined risk appetite and parameters
- Ensure business operations adhere to regulatory requirements and standards

Prime Skills

Career Pathways

Anti-Money Laundering	Business Planning and Needs Analysis[1]	Customer Screening and Onboarding[1]	Data Protection
Business Continuity Planning	Continuous Improvement and Process Re-Engineering	Data Collection and Analytics	Data Storytelling and Visualisation
Business Performance Management[1]	Customer Experience Design	Data Governance	Enterprise Risk Management

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
Click here to view the Power Skills required for all job roles.

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Prime Skills

Financial Analysis and Modelling[2]	**Operational Risk Management**	**Process Automation**	**Quality Assurance**
Global Perspectives	**Policy Implementation and Revision[2]** *(Applies to Insurance and Takaful sub-sectors only)*	**Product Advisory[1]**	**Regulatory Compliance**

Career Pathways

Monitoring and Surveillance	**Predictive Modelling**	**Project Management**	**Research and Information Synthesis[1]**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Prime Skills

Career Pathways

Risk Governance	**Scenario Planning and Analysis**	**Sustainability Risk Management**
Risk Management	**Shariah Compliance**	**Sustainable Insurance and Re-Insurance Solutions and Applications** *(Applies to Insurance and Takaful sub-sectors only)*
Risk Modelling and Validation[2]	**Shariah Risk Management**	**Underwriting Management[1]** *(Applies to Insurance and Takaful sub-sectors only)*

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** — 1 2 3 4 5
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- **Collection and Recovery Operations** — 1 2 3 4 5
- B **Investment Operations and Securities Services** — 1 2 3 4 5
- **Trade Finance Operations** — 1 2 3 4 5
- B **Treasury Operations** — 1 2 3 4 5
- **Risk and Control Management**
- **Project Management and Change Experience**
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	**Finance Policy Management** 1 2 3 4 5 6 7	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems	

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Risk and Control Management**
Job Purpose	Mitigate risks impacting the organisatiaon's financial position, operations and reputation with control measures and risk assessments

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	**Business Continuity** 1 2 3 4 5 6 7	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Risk and Control Management**
Job Purpose	Mitigate risks impacting the organisatiaon's financial position, operations and reputation with control measures and risk assessments

Job Description

- Monitor high-risk operational and emerging risk incidents within operations and functions, and to define mitigation plans
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Project Management and Change Experience** — B Evolving Role
Job Purpose	Plan, organise and execute internal/external projects while managing change due to the project

Job Description

- Execute projects and initiatives using appropriate project management methodologies (e,g., Waterfall, Agile) to meet specific requirements from business units
- Allocate appropriate resources to execute various projects and manage cost
- Mitigate potential project risks by developing mitigation strategies and contingency plans
- Assess operational readiness of business units to newly introduced digital technology solutions, and identify potential challenges and resistance
- Develop change plan, including communication and training plan, to elevate understanding and buy-in of digital technologies for business units
- Define change adoption metrics to measure effectiveness of change management initiatives and activities

Prime Skills

Anti-Money Laundering	Continuous Improvement and Process Re-Engineering	Data Governance	Enterprise Risk Management
Business Performance Management[1]	Customer Experience Design	Data Protection	Financial Analysis and Modelling[2]

Career Pathways

Business Planning and Needs Analysis	Data Collection and Analytics	Data Storytelling and Visualisation	Global Perspectives

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Project Management and Change Experience** — B Evolving Role
Job Purpose	Plan, organise and execute internal/external projects while managing change due to the project

Job Description

- Execute projects and initiatives using appropriate project management methodologies (e,g., Waterfall, Agile) to meet specific requirements from business units
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Prime Skills

- **Mergers and Acquisitions**[1]
- **Policy Implementation and Revision**[2] *(Applies to Insurance and Takaful sub-sectors only)*
- **Product Advisory**[1]
- **Regulatory Compliance**

Career Pathways

- **Monitoring and Surveillance**
- **Predictive Modelling**
- **Prototyping**[1]
- **Research and Information Synthesis**
- **Operational Risk Management**
- **Process Automation**
- **Quality Assurance**
- **Risk Governance**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

- Risk Management
- Shariah Risk Management
- Scenario Planning and Analysis
- Sustainability Risk Management

Career Pathways

- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications *(Applies to Insurance and Takaful sub-sectors only)*

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales	Banca	Banca Management	Product Sales	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	**Business Development** 1 2 3 4 5	**Business Management** 1 2 3 4 5	

Legend: A Emerging Role B Evolving Role

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Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance (1 2 3 4 5 6 7)	

Legend: A Emerging Role B Evolving Role

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Career Pathways

- Segment Strategy and Acquisition
- Industry Advisory and Solutions
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B Procurement Digitalisation/ Transformation — 1 2 3 4 5 6 7
- Procurement Governance and Continuous Improvement — 1 2 3 4 5 6 7
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Career Pathways	Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	A Digital Transformation and Adoption (1 2 3 4 5 6 7)	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Prime Skills

Corporate Communications | Branding | External Communications, PR and Media Relations | Internal Communications and Engagement | Marketing Strategy | Digital Marketing

Career Pathways

Product Marketing (1 2 3 4 5 6 7) | Market Research and Customer Insights | Marketing Technology | Corporate Events Management | Multimedia Design

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Integrated Operations Management**
Job Role	**Operations and Process Excellence** — B Evolving Role
Job Purpose	Improve efficiency, effectiveness and overall performance of financial operations and processes

Job Description

- Analyse effectiveness of existing business processes and customer journey against business needs and priorities
- Research and recommend methods and emerging technologies to increase efficiency at bottlenecks through data analysis and inputs from business units and benchmarking
- Develop innovate initiatives based on business units' strategy and pain points by validating information from various sources and benchmarking
- Develop Proof of Concept (PoC) testing on enhanced business processes and map customer journey to gather feedback for the development of implementation plans

Prime Skills

- Anti-Money Laundering
- Continuous Improvement and Process Re-Engineering
- Data Governance
- Enterprise Risk Management

Career Pathways

- Business Performance Management[1]
- Customer Experience Design
- Data Protection
- Financial Analysis and Modelling[2]
- Business Planning and Needs Analysis
- Data Collection and Analytics
- Data Storytelling and Visualisation
- Global Perspectives

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Mergers and Acquisitions[1]
- Policy Implementation and Revision[2] *(Applies to Insurance and Takaful sub-sectors only)*
- Product Advisory[1]
- Quality Assurance

Career Pathways

- Monitoring and Surveillance
- Predictive Modelling
- Project Management
- Regulatory Compliance
- Operational Risk Management
- Process Automation
- Prototyping[1]
- Research and Information Synthesis

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

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Prime Skills

- **Risk Governance**
- **Shariah Compliance**
- **Sustainable Insurance and Re-Insurance Solutions and Applications** *(Applies to Insurance and Takaful sub-sectors only)*

Career Pathways

- **Risk Management**
- **Shariah Risk Management**
- **Scenario Planning and Analysis**
- **Sustainability Risk Management**

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Direct Sales	Banca	Banca Management	Product Sales	Agency	Agency Management
Broking	Broking Management	Digital and Affinity	Business Development (1 2 3 4 5)	Business Management (1 2 3 4 5)	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training	Complaints Management	Customer Experience	Community Partnership	Quality Assurance (1 2 3 4 5 6 7)	

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Segment Strategy and Acquisition
- Industry Advisory and Solutions
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management 6 7	

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Integrated Operations Management**
Job Role	**Operations and Process Excellence** — B Evolving Role
Job Purpose	Improve efficiency, effectiveness and overall performance of financial operations and processes

Job Description

- Analyse effectiveness of existing business processes and customer journey against business needs and priorities
- Research and recommend methods and emerging technologies to increase efficiency at bottlenecks through data analysis and inputs from business units and benchmarking
- Develop innovate initiatives based on business units' strategy and pain points by validating information from various sources and benchmarking
- Develop Proof of Concept (PoC) testing on enhanced business processes and map customer journey to gather feedback for the development of implementation plans

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B Credit and Lending — 1 2 3 4 5
- Card Operations — 1 2 3 4 5
- B Transaction Operations — 1 2 3 4
- Collection and Recovery Operations — 1 2 3 4 5
- B Investment Operations and Securities Services — 1 2 3 4 5
- Trade Finance Operations — 1 2 3 4 5
- B Treasury Operations — 1 2 3 4 5
- Risk and Control Management — 1 2 3 4 5 6 7
- B Project Management and Change Experience — 1 2 3 4 5 6 7
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management
Finance Systems	Finance Policy Management	Tax Management	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Finance Transformation

Legend: A Emerging Role | B Evolving Role

Back to Integrated Operations Management Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B Procurement Digitalisation/ Transformation — 1 2 3 4 5 6 7
- Procurement Governance and Continuous Improvement — 1 2 3 4 5 6 7
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- **Digital, Data and IT Operations**
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Digital, Data and IT Operations Job Cluster

B Enterprise Architecture * 1 2 3 4 5 6 7	Infrastructure Architecture 1 2 3 4 5	Software Architecture 1 2 3 4 5	Data Architecture 1 2 3 4 5	A Cloud Architecture 1 2 3 4 5	Security Architecture 1 2 3 4 5
Business Architecture 1 2 3 4	Solution Architecture 1 2 3 4 5 6 7	A Integration Architecture 1 2 3 4 5	A Platform Engineering 1 2 3 4 5 6 7	Data Engineering 1 2 3 4 5 6 7	A Cloud Engineering 1 2 3 4 5 6 7
A Infrastructure and Network Engineering 1 2 3 4 5 6 7	A Software Engineering 1 2 3 4 5 6 7	A Artificial Intelligence/ Machine Learning 1 2 3 4 5 6 7	A Artificial Intelligence/ Machine Learning Operations 1 2 3 4 5 6 7	A Robotics Process Automation (RPA) 1 2 3 4 5 6 7	Digital Experience Design (UI/UX) 1 2 3 4 5 6 7
Infrastructure and Network Management 1 2 3 4 5	Software and Application Management 1 2 3 4 5	Infrastructure, Software and Application Management 6 7	Data Governance 1 2 3 4 5 6 7	Data Protection 1 2 3 4	Data Quality 1 2 3 4 5 6 7
Data Centre Operations 1 2 3 4 5	Database Administration 1 2 3 4 6	Business Intelligence 1 2 3 4 5 6 7	Data Science * 1 2 3 4 5 6 7	Cybersecurity Threat Intelligence 1 2 3 4 5 6 7	Security Monitoring and Incident Response 1 2 3 4 5 6 7
Vulnerability Management 1 2 3 4 5 6 7	Access Management 1 2 3 4 5 6 7	Transformation and IT Project Management 1 2 3 4 5 6 7	Business Analysis 1 2 3 4 5 6 7	Service and Change Management 1 2 3 4 5 6 7	IT Services and Solutions 1 2 3 4 5
Strategic IT Operations 1 2 3 4 5 6 7					

Legend: A Emerging Role B Evolving Role *Job roles existing at the senior level only

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Enterprise Architecture** — B Evolving Role
Job Purpose	Drive digital technology initiatives to fulfill organisational goals

Job Description

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Prime Skills

- Application Programming Interface (API) Management
- Business Planning and Needs Analysis
- Continuous Improvement and Process Re-Engineering
- Data Governance
- Artificial Intelligence, Ethics and System Governance
- Cloud Computing
- Crisis and Disaster Recovery Management
- DevSecOps

Career Pathways

- Business Continuity Management
- Coding
- Data Engineering
- Disruption Management

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Prime Skills

- Emerging Technology Synthesis
- Infrastructure Development
- Scenario Planning and Analysis

Career Pathways

- Enterprise Architecture
- Process Automation
- Global Perspectives
- Prototyping

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture (1 2 3 4 5)	Software Architecture	Data Architecture (1 2 3 4 5)	A Cloud Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture (1 2 3 4 5 6 7)	A Integration Architecture (1 2 3 4 5)	Platform Engineering	Data Engineering

Security Architecture (1 2 3 4 5) — Cloud Engineering

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

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Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
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- Fraud Management
- Audit Strategy and Governance
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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure Architecture**
Job Purpose	Drive infrastructure architecture enhancements to accommodate current and future infrastructure needs

Job Description

- Develop and maintain infrastructure architecture strategies and roadmaps in accordance with organisational long-term goals and objectives
- Understand current and future organisational infrastructure needs and translate them into architecture requirements
- Analyse the existing infrastructure landscape to identify opportunities for improvement, consolidation and optimisation towards a high-end future state architecture

Prime Skills

Application Programming Interface (API) Management	Cloud Computing	Crisis and Disaster Recovery Management	Emerging Technology Synthesis
Artificial Intelligence, Ethics and System Governance	Coding	Data Engineering	Enterprise Architecture

Career Pathways

Business Continuity Management	Continuous Improvement and Process Re-Engineering	DevSecOps	Global Perspectives

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure Architecture**
Job Purpose	Drive infrastructure architecture enhancements to accommodate current and future infrastructure needs

Job Description

- Develop and maintain infrastructure architecture strategies and roadmaps in accordance with organisational long-term goals and objectives
- Understand current and future organisational infrastructure needs and translate them into architecture requirements
- Analyse the existing infrastructure landscape to identify opportunities for improvement, consolidation and optimisation towards a high-end future state architecture

Prime Skills

- Infrastructure Development
- Scenario Planning and Analysis
- Project Management

Career Pathways

- Prototyping

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
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   Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Enterprise Architecture * (1 2 3 4 5 6 7)	Infrastructure Architecture	Software Architecture	Data Architecture (1 2 3 4 5)	A Cloud Architecture (1 2 3 4 5)	Security Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture (1 2 3 4 5 6 7)	A Integration Architecture (1 2 3 4 5)	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role | *Job roles existing at the senior level only

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A **Infrastructure and Network Engineering** 1 2 3 4 5 6 7	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management 1 2 3 4 5	**Software and Application Management** 1 2 3 4 5	**Infrastructure, Software and Application Management** 6 7	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Retail Banking

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   - Islamic Corporate and Commercial Banking

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Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking

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   - Islamic Investment Banking

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Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- (B) Technology and Information Security Risk — 1 2 3 4 5 6 7
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software Architecture**
Job Purpose	Design and organise overall structure and framework of software applications/systems

Job Description

- Develop and maintain software architecture strategies and development plans in accordance with organisational long-term goals and objectives
- Evaluate and recommend appropriate technologies, frameworks and tools to support software development
- Collaborate with other teams in the organisation to ensure seamless integration of software components, third-party APIs and external services

Prime Skills

- Application Programming Interface (API) Management
- Business Continuity Management
- Coding
- DevSecOps
- Artificial Intelligence (AI) Management
- Business Planning and Needs Analysis
- Continuous Improvement and Process Re-Engineering
- Disruption Management

Career Pathways

- Artificial Intelligence, Ethics and System Governance
- Cloud Computing
- Crisis and Disaster Recovery Management
- Emerging Technology Synthesis

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Prime Skills

- Global Perspectives
- Product Design and Development
- Scenario Planning and Analysis

Career Pathways

- Infrastructure Development
- Project Management
- Process Automation
- Prototyping

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	**A Software Engineering** (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Architecture**
Job Purpose	Drive strategies and initiatives to ensure robust organisational data integrity, security and management

Job Description

- Develop and implement data strategy that aligns with business goals and regulatory requirements to ensure data integrity and security
- Create data models that define data structures, relationships and data flow to support reporting, analytics and data management
- Support establishment of data governance practices, including data quality, data lineage and data security, to maintain data accuracy and compliance

Prime Skills

Career Pathways

Application Programming Interface (API) Management	Business Continuity Management	Coding	Data Cleansing and Warehousing
Artificial Intelligence, Ethics and System Governance	Business Planning and Needs Analysis	Continuous Improvement and Process Re-Engineering	Data Engineering
Big Data Analytics	Cloud Computing	Crisis and Disaster Recovery Management	Data Governance

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Prime Skills

Data Protection	Enterprise Architecture	Project Management
DevSecOps	Global Perspectives	Prototyping

Career Pathways

Emerging Technology Synthesis	Infrastructure Development	Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Enterprise Architecture * (1 2 3 4 5 6 7)	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management (1 2 3 4 5)	Infrastructure, Software and Application Management (6 7)	Data Governance (1 2 3 4 5 6 7)	Data Protection (1 2 3 4)	Data Quality (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Data Centre Operations 1 2 3 4 5	**Database Administration** 1 2 3 4 6	Business Intelligence	**Data Science** * 1 2 3 4 5 6 7	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Financial Planning and Analysis	Management Reporting	**Financial and Statutory Reporting** 1 2 3 4 5 6 7	**Finance Business Partner** 1 2 3 4 5 6 7	Treasury Management	**Finance Transformation** 1 2 3 4 5 6 7
Finance Systems	Finance Policy Management	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems	

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Architecture**
Job Purpose	Drive strategies and initiatives to ensure robust organisational data integrity, security and management

Job Description

- Develop and implement data strategy that aligns with business goals and regulatory requirements to ensure data integrity and security
- Create data models that define data structures, relationships and data flow to support reporting, analytics and data management
- Support establishment of data governance practices, including data quality, data lineage and data security, to maintain data accuracy and compliance

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

Corporate Communications | Branding | External Communications, PR and Media Relations | Internal Communications and Engagement | Marketing Strategy | Digital Marketing

Career Pathways

Product Marketing | Market Research and Customer Insights | (A) **Marketing Technology** (5, 7) | Corporate Events Management | Multimedia Design

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Cloud Architecture** — (A) Emerging Role
Job Purpose	Execute strategies to optimise organisational systems and processes by leveraging cloud resources effectively

Job Description

- Define and execute cloud strategy that optimises cost, performance and security
- Develop architecture of cloud infrastructure that meets the organisation's requirements for availability, scalability and resilience recovery
- Implement robust cloud security and compliance controls to protect sensitive financial data and adhere to regulatory standards

Prime Skills

Application Programming Interface (API) Management	Cloud Computing	Crisis and Disaster Recovery Management	Data Protection
Artificial Intelligence, Ethics and System Governance	Coding	Data Engineering	DevSecOps

Career Pathways

Business Continuity Management	Continuous Improvement and Process Re-Engineering	Data Governance	Emerging Technology Synthesis

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Prime Skills

Career Pathways

- **Enterprise Architecture**
- **Project Management**
- **Global Perspectives**
- **Prototyping**
- **Infrastructure Development**
- **Scenario Planning and Analysis**

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Enterprise Architecture * (1 2 3 4 5 6 7)	Infrastructure Architecture (1 2 3 4 5)	Software Architecture (1 2 3 4 5)	Data Architecture (1 2 3 4 5)	Cloud Architecture	Security Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture (1 2 3 4 5 6 7)	A Integration Architecture (1 2 3 4 5)	Platform Engineering	Data Engineering	A Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A **Infrastructure and Network Engineering** (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	A **Robotics Process Automation (RPA)** (1 2 3 4 5 6 7)
Infrastructure and Network Management (1 2 3 4 5)	**Software and Application Management** (1 2 3 4 5)	**Infrastructure, Software and Application Management** (6 7)	Data Governance	Data Protection

Digital Experience Design (UI/UX)

Data Quality

Legend: A Emerging Role | B Evolving Role

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4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Data Centre Operations
- Database Administration
- Business Intelligence
- Data Science
- Cybersecurity Threat Intelligence
- Security Monitoring and Incident Response
- Vulnerability Management
- Access Management
- Transformation and IT Project Management
- Business Analysis
- Service and Change Management
- IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- B Technology and Information Security Risk (1 2 3 4 5 6 7)
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Security Architecture**
Job Purpose	Develop and implement comprehensive digital ecosystem protection strategies to ensure overall organisational confidentiality and integrity

Job Description

- Develop and maintain security architecture strategies and roadmaps in accordance with organisational long-term goals and objectives
- Collaborate with cross-functional teams to integrate security controls and technologies into overall IT infrastructure
- Manage design and implementation of security controls, i.e., firewalls, intrusion detection systems, data loss prevention mechanisms, encryption mechanisms and access controls
- Conduct risk and vulnerability assessments to identify potential security gaps and recommend appropriate mitigations
- Perform risk assessments and threat modeling to identify and prioritise security risks

Prime Skills

Application Programming Interface (API) Management	Cloud Computing	Crisis and Disaster Recovery Management	DevSecOps
Artificial Intelligence, Ethics and System Governance	Coding	Data Governance	Emerging Technology Synthesis

Career Pathways

Business Continuity Management	Continuous Improvement and Process Re-Engineering	Data Protection	Global Perspectives

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Infrastructure Development
- Prototyping
- Penetration Testing
- Scenario Planning and Analysis

Career Pathways

- Project Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — Enterprise Architecture * — 1 2 3 4 5 6 7
- Infrastructure Architecture — 1 2 3 4 5
- Software Architecture
- Data Architecture — 1 2 3 4 5
- A — Cloud Architecture — 1 2 3 4 5
- Security Architecture
- Business Architecture
- Solution Architecture — 1 2 3 4 5 6 7
- A — Integration Architecture — 1 2 3 4 5
- Platform Engineering
- Data Engineering
- Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management 1 2 3 4 5	**Software and Application Management** 1 2 3 4 5	**Infrastructure, Software and Application Management** 6 7	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence (1 2 3 4 5 6 7)	Security Monitoring and Incident Response (1 2 3 4 5 6 7)
Vulnerability Management (1 2 3 4 5 6 7)	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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- Conduct risk and vulnerability assessments to identify potential security gaps and recommend appropriate mitigations
- Perform risk assessments and threat modeling to identify and prioritise security risks

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Architecture**
Job Purpose	Design business architectures that cohesively align with business objectives and existing operations to drive organisational success

Job Description

- Identify organisational business capabilities, business processes, information systems and structure to design and develop the business architecture
- Ensure that the business architecture is aligning with organisational strategy by understanding the strategic goals and objectives and designing the business architecture to support them
- Use stakeholder maps, personas and analysis to identify and understand the needs, expectations, preferences and concerns of the stakeholders and communicate the business architecture to stakeholders across the organisation

Prime Skills

- Application Programming Interface (API) Management
- Cloud Computing
- Crisis and Disaster Recovery Management
- Global Perspectives
- Artificial Intelligence, Ethics and System Governance
- Coding
- DevSecOps
- Infrastructure Development

Career Pathways

- Business Continuity Management
- Continuous Improvement and Process Re-Engineering
- Emerging Technology Synthesis
- Project Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Prime Skills

- **Prototyping**
- **Scenario Planning and Analysis**

Career Pathways

Click here to view the Power Skills required for all job roles.

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1. Retail Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways					
Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	**Business Analysis** (1 2 3 4 5 6 7)	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Solution Architecture**
Job Purpose	Develop technological solutions to address organisational digital and technology needs

Job Description

- Develop solution designs that align with organisational strategic objectives and technology standards
- Provide technical leadership and guidance to development teams and ensure implementation of high-quality solutions
- Integrate solutions into existing systems and scale to accommodate future growth and changes

Prime Skills

- Application Programming Interface (API) Management
- Business Performance Management
- Coding
- Data Cleansing and Warehousing
- Artificial Intelligence, Ethics and System Governance
- Business Planning and Needs Analysis
- Continuous Improvement and Process Re-Engineering
- Data Engineering

Career Pathways

- Business Continuity Management
- Cloud Computing
- Crisis and Disaster Recovery Management
- DevSecOps

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Disruption Management
- Infrastructure Development
- Prototyping
- Emerging Technology Synthesis
- Process Automation
- Scenario Planning and Analysis

Career Pathways

- Global Perspectives
- Project Management
- Software Development and Testing

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Enterprise Architecture * (1 2 3 4 5 6 7)	Infrastructure Architecture (1 2 3 4 5)	Software Architecture	Data Architecture (1 2 3 4 5)	A Cloud Architecture (1 2 3 4 5)	Security Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture	A Integration Architecture (1 2 3 4 5)	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	A Robotics Process Automation (RPA) (1 2 3 4 5 6 7)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management (1 2 3 4 5)	Infrastructure, Software and Application Management (6 7)	Data Governance	Data Protection

Digital Experience Design (UI/UX)

Data Quality

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Integration Architecture** — (A) Emerging Role
Job Purpose	Drive strategies to integrate systems and applications with innovative technological solutions to ensure seamless data exchange and connectivity across the organisation's technology landscape

Job Description

- Conduct technical assessments and evaluations to identify integration needs of the organisation, choosing the right integration technologies and developing integration standards and procedures
- Analyse specified requirements and architectures to design appropriate objects and methods to implement specified functional and non-functional requirements
- Oversee implementation of integration projects and work with developers and other stakeholders to ensure the integration architecture is implemented correctly
- Monitor the performance of integration solutions, while ensuring that the integration solutions are secure and comply with all applicable regulations
- Recommend and design structures and tools for systems which meet business needs and consider the target environment, performance and security requirements as well as existing systems

Prime Skills

Application Programming Interface (API) Management	Business Planning and Needs Analysis	Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis
Artificial Intelligence, Ethics and System Governance	Cloud Computing	Crisis and Disaster Recovery Management	Process Automation

Career Pathways

Business Continuity Management	Coding	DevSecOps	Project Management

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Integration Architecture** — (A) Emerging Role
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Prime Skills

- **Prototyping**
- **Artificial Intelligence, Ethics and System Governance**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

(B) Enterprise Architecture * 1 2 3 4 5 6 7	Infrastructure Architecture	Software Architecture	Data Architecture 1 2 3 4 5	(A) Cloud Architecture 1 2 3 4 5	Security Architecture 1 2 3 4 5
Business Architecture	Solution Architecture 1 2 3 4 5 6 7	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Integration Architecture** — A Emerging Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management (1 2 3 4 5)	Infrastructure, Software and Application Management (6 7)	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Integration Architecture** — A Emerging Role
Job Purpose	Drive strategies to integrate systems and applications with innovative technological solutions to ensure seamless data exchange and connectivity across the organisation's technology landscape

Job Description

- Conduct technical assessments and evaluations to identify integration needs of the organisation, choosing the right integration technologies and developing integration standards and procedures
- Analyse specified requirements and architectures to design appropriate objects and methods to implement specified functional and non-functional requirements
- Oversee implementation of integration projects and work with developers and other stakeholders to ensure the integration architecture is implemented correctly
- Monitor the performance of integration solutions, while ensuring that the integration solutions are secure and comply with all applicable regulations
- Recommend and design structures and tools for systems which meet business needs and consider the target environment, performance and security requirements as well as existing systems

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- B Technology and Information Security Risk (1 2 3 4 5 6 7)
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Platform Engineering** — (A) Emerging Role
Job Purpose	Design and implement the foundational platform to ensure smooth operations of the organisation's applications and services

Job Description

- Design and develop scalable, resilient and efficient platforms to meet business needs
- Integrate various technologies and services into the platform to support seamless data flow and application interoperability
- Continuously optimise the platform's performance, availability and resource utilisation.
- Implement automation solutions to streamline platform management, maintenance and deployment processes
- Establish robust monitoring and alerting systems to proactively identify and resolve issues and ensure high platform reliability and performance

Prime Skills

- Cloud Computing
- Process Automation
- Coding
- Software Development and Testing

Career Pathways

- DevSecOps
- Troubleshooting

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Enterprise Architecture * (1 2 3 4 5 6 7)	Infrastructure Architecture (1 2 3 4 5)	Software Architecture	Data Architecture (1 2 3 4 5)	A Cloud Architecture (1 2 3 4 5)	Security Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture (1 2 3 4 5 6 7)	A Integration Architecture (1 2 3 4 5)	Platform Engineering	Data Engineering	A Cloud Engineering (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	A Robotics Process Automation (RPA) (1 2 3 4 5 6 7)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management (1 2 3 4 5)	Infrastructure, Software and Application Management (6 7)	Data Governance	Data Protection

Digital Experience Design (UI/UX)

Data Quality

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Data Centre Operations
- Database Administration
- Business Intelligence
- Data Science
- Cybersecurity Threat Intelligence
- Security Monitoring and Incident Response
- Vulnerability Management
- Access Management
- Transformation and IT Project Management
- Business Analysis
- Service and Change Management
- IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Strategic IT Operations

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Engineering**
Job Purpose	Drive solutions to enhance and maintain existing data infrastructure to efficiently and accurately process and analyse organisational data

Job Description

- Develop and maintain data infrastructure and pipelines, and extract, transform and load (ETL) jobs to process and analyse large volumes of data from diverse sources in a production-level environment
- Translate business requirements into optimised back-end data delivery systems capable of handling large-scale data processing and analytics
- Execute ETL processes, clean datasets and manage databases for analysis and research
- Monitor and optimise data performance and infrastructure reliability

Prime Skills

- Big Data Analytics
- Data Cleansing and Warehousing
- DevSecOps
- Business Continuity Planning
- Data Collection and Analytics
- Global Perspectives

Career Pathways

- Coding
- Data Engineering

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response	
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Cloud Engineering** — (A) Emerging Role
Job Purpose	Drive strategies to implement and integrate cloud platforms and services to enhance business continuity and support organisational digital transformation initiatives

Job Description

- Design and implement scalable cloud solutions that align with business needs, objectives and technical requirements
- Collaborate with other business units to facilitate a smooth transition from utilising legacy infrastructures to cloud platforms
- Ensure cloud platforms are secure, protected and comply with industry regulations and standards
- Monitor cloud platform costs and identify opportunities for cost optimisation

Prime Skills

- Business Continuity Planning
- Crisis and Disaster Recovery Management
- Cloud Computing
- DevSecOps

Career Pathways

- Coding
- Troubleshooting

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	A Cloud Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture	A Integration Architecture (1 2 3 4 5)	A Platform Engineering (1 2 3 4 5 6 7)	Data Engineering

Security Architecture

Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

(A) Infrastructure and Network Engineering — 1 2 3 4 5 6 7	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management — 1 2 3 4 5	Software and Application Management	Infrastructure, Software and Application Management — 6 7	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
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Legend: (A) Emerging Role (B) Evolving Role

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Job Description

- Design and implement scalable cloud solutions that align with business needs, objectives and technical requirements
- Collaborate with other business units to facilitate a smooth transition from utilising legacy infrastructures to cloud platforms
- Ensure cloud platforms are secure, protected and comply with industry regulations and standards
- Monitor cloud platform costs and identify opportunities for cost optimisation

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
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4. Development Financial Institutions
5. Digital Banking
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6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Engineering** — (A) Emerging Role
Job Purpose	Design and implement the organisation's technical framework to ensure robustness, security and efficiency of the infrastructure and network

Job Description

- Design and deploy network solutions that comply with industry standards and support the bank's strategic goals
- Select and implement network security tools, including firewalls, intrusion detection systems and VPNs to protect data and maintain regulatory compliance
- Work with cross-functional teams to provide infrastructure support for application deployment and performance optimisation
- Design and manage disaster recovery and business continuity plans related to network infrastructure

Prime Skills

- Application Programming Interface (API) Management
- Business Continuity Planning
- Coding
- Data Cleansing and Warehousing
- Artificial Intelligence (AI) Management
- Business Planning and Needs Analysis
- Continuous Improvement and Process Re-Engineering
- Data Collection and Analytics

Career Pathways

- Artificial Intelligence, Ethics and System Governance
- Cloud Computing
- Crisis and Disaster Recovery Management
- Data Engineering

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Engineering** — **A Emerging Role**
Job Purpose	Design and implement the organisation's technical framework to ensure robustness, security and efficiency of the infrastructure and network

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Prime Skills

Data Governance	Emerging Technology Synthesis	Project Management
Data Protection	Global Perspectives	Prototyping

Career Pathways

DevSecOps	Process Automation	Troubleshooting

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Enterprise Architecture
- Infrastructure Architecture
- Software Architecture
- Data Architecture
- A Cloud Architecture (1 2 3 4 5)
- Security Architecture
- Business Architecture
- Solution Architecture
- A Integration Architecture (1 2 3 4 5)
- A Platform Engineering (1 2 3 4 5 6 7)
- Data Engineering
- Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management	**Infrastructure, Software and Application Management** (6 7)	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software Engineering** — (A) Emerging Role
Job Purpose	Design, develop and implement software solutions to address business issues

Job Description

- Collaborate with cross-functional teams to gather requirements, define technical specifications and contribute to the overall software design process
- Develop software solutions and adhere to coding standards and best practices to ensure code quality and maintainability
- Write clear, scalable and well-tested codes that improve banking platforms
- Perform testing of developed codes to identify and fix bugs and ensure the software meets functional and performance requirements

Prime Skills

Application Programming Interface (API) Management	Business Planning and Needs Analysis	Continuous Improvement and Process Re-Engineering	Data Collection and Analytics
Artificial Intelligence (AI) Management	Cloud Computing	Crisis and Disaster Recovery Management	Data Engineering

Career Pathways

Artificial Intelligence, Ethics and System Governance	Coding	Data Cleansing and Warehousing	Data Governance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Data Protection
- Global Perspectives
- Project Management
- Troubleshooting

Career Pathways

- DevSecOps
- Process Automation
- Prototyping
- User Interface and User Experience Design
- Emerging Technology Synthesis
- Product Design and Development
- Software Development and Testing

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Infrastructure and Network Engineering
- Infrastructure and Network Management
- Software Engineering
- Software and Application Management
- (A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)
- Infrastructure, Software and Application Management (6 7)
- (A) Artificial Intelligence/ Machine Learning Operations (1 2 3 4 5 6 7)
- Data Governance
- (A) Robotics Process Automation (RPA) (1 2 3 4 5 6 7)
- Data Protection
- Digital Experience Design (UI/UX)
- Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software Engineering** — A Emerging Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Artificial Intelligence (AI)/Machine Learning (ML)** — (A) Emerging Role
Job Purpose	Utilise artificial intelligence and machine learning to support financial decision-making and enhance financial applications

Job Description

- Develop and fine-tune AI/ML models to analyse financial data, predict market trends and automate decision-making processes
- Optimise algorithms to enhance accuracy, efficiency and performance in various financial applications
- Evaluate the potential risks associated with AI/ML models and ensure compliance with regulatory requirements and ethical considerations

Prime Skills

- Artificial Intelligence (AI) Management
- Continuous Improvement and Process Re-Engineering
- Penetration Testing
- Scenario Planning and Analysis

Career Pathways

- Artificial Intelligence, Ethics and System Governance
- DevSecOps
- Process Automation
- Coding
- Global Perspectives
- Prototyping

Click here to view the Power Skills required for all job roles.

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Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
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Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	A Artificial Intelligence/ Machine Learning Operations (1 2 3 4 5 6 7)	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence (1 2 3 4 5 6 7)	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
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Career Pathways

- Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Artificial Intelligence (AI)/Machine Learning (ML) Operations** — (A) Emerging Role
Job Purpose	Develop tools to train and develop models, serve models in production and monitor models' long-term performance

Job Description

- Build and improve ML infrastructure that powers the end-to-end ML development lifecycle
- Perform data and model quality assessments and track performance metrics of AI/ML models
- Debug ML production issues across services and multiple levels of the stack
- Understand, refine and prioritise requirements for ML and optimisation models, drive engineering decisions and quantify impact
- Collaborate with cross-functional teams to understand business needs and implement AI/ML solutions

Prime Skills

Application Programming Interface (API) Management	Cloud Computing	Crisis and Disaster Recovery Management	Data Engineering
Artificial Intelligence (AI) Management	Coding	Data Cleansing and Warehousing	Data Governance

Career Pathways

Artificial Intelligence, Ethics and System Governance	Continuous Improvement and Process Re-Engineering	Data Collection and Analytics	Data Protection

Click here to view the Power Skills required for all job roles.

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Prime Skills

DevSecOps	Process Automation	Prototyping
Emerging Technology Synthesis	Product Design and Development	Software Development and Testing

Career Pathways

Global Perspectives	Project Management	Troubleshooting

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Artificial Intelligence (AI)/Machine Learning (ML) Operations** — A Emerging Role
Job Purpose	Develop tools to train and develop models, serve models in production and monitor models' long-term performance

Job Description

- Build and improve ML infrastructure that powers the end-to-end ML development lifecycle
- Perform data and model quality assessments and track performance metrics of AI/ML models
- Debug ML production issues across services and multiple levels of the stack
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Infrastructure and Network Engineering	A Software Engineering (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management (1 2 3 4 5)	Infrastructure, Software and Application Management (6 7)	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Robotics Process Automation (RPA)** — A Emerging Role
Job Purpose	Deliver RPA solutions across the organisation by understanding business requirements against automation design principles

Job Description

- Assess optimisation areas based on requirements, create process definitions for automation and build automating process solutions according to business needs
- Fix or resolve issues with automation, provide timely response/solutions and complete root cause analysis
- Configure new automation using core automation tools that are efficient, well-structured, maintainable and easy to understand
- Deliver automation-specific training and awareness sessions

Prime Skills

- Application Programming Interface (API) Management
- Emerging Technology Synthesis
- Coding
- Process Automation

Career Pathways

- Continuous Improvement and Process Re-Engineering
- Prototyping

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture (1 2 3 4 5)	Data Architecture (1 2 3 4 5)	A Cloud Architecture (1 2 3 4 5)
Business Architecture	Solution Architecture (1 2 3 4 5 6 7)	Integration Architecture	Platform Engineering	Data Engineering (1 2 3 4 5 6 7)

Security Architecture	
Cloud Engineering	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	A Software Engineering (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning	A Artificial Intelligence/ Machine Learning Operations (1 2 3 4 5 6 7)	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

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Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation (1 2 3 4 5 6 7)

Career Pathways

- Finance Systems
- Finance Policy Management
- Tax Management
- Finance Operations
- Shared Services and 3rd Party Ecosystems

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Digital Experience Design (UI/UX)**
Job Purpose	Design and implement user-centric UI/UX solutions to create a seamless digital experience

Job Description

- Work with other departments to design concepts, personas, user journeys, wireframes, storyboards and prototypes based on product requirements
- Communicate design decisions and trade-offs to stakeholders
- Develop user interface designs based on business and user requirements, from initial research, ideation, conceptualisation and design to testing and validation
- Develop Diversity, Equity and Inclusion (DE&I) conscious design strategies that cater to a diverse user base with different abilities and ensure accessibility
- Evaluate performance of user interface designs, based on user experience feedback received from business units and customers
- Identify appropriate modifications to increase customer satisfaction

Prime Skills

- Coding
- DevSecOps
- Scenario Planning and Analysis

Career Pathways

- Continuous Improvement and Process Re-Engineering
- Global Perspectives
- User Interface and User Experience Design
- Data Storytelling and Visualisation
- Prototyping

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	**Software and Application Management** 1 2 3 4 5	**Infrastructure, Software and Application Management** 6 7	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing
- Product Marketing
- Market Research and Customer Insights
- Marketing Technology
- Corporate Events Management
- A Multimedia Design (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Prime Skills

- Business Continuity Management
- Crisis and Disaster Recovery Management
- Global Perspectives
- Scenario Planning and Analysis

Career Pathways

- Business Continuity Planning
- DevSecOps
- Infrastructure Development
- Troubleshooting
- Continuous Improvement and Process Re-Engineering
- Enterprise Architecture
- Process Automation

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Architecture
- Infrastructure Architecture (1 2 3 4 5)
- Software Architecture
- Data Architecture (1 2 3 4 5)
- A — Cloud Architecture (1 2 3 4 5)
- Security Architecture (1 2 3 4 5)
- Business Architecture
- Solution Architecture (1 2 3 4 5 6 7)
- A — Integration Architecture (1 2 3 4 5)
- Platform Engineering
- Data Engineering
- Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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4. Development Financial Institutions
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   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX) 1 2 3 4 5 6 7
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	**Access Management** 1 2 3 4 5 6 7	Transformation and IT Project Management	Business Analysis	**Service and Change Management** 1 2 3 4 5 6 7	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B **Procurement Digitalisation/ Transformation** (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
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Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of the infrastructure based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infrastructure

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
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   Islamic Digital Banking
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   Takaful
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   Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure and Network Management**
Job Purpose	Ensure the organisation's system and network infrastructure is continuously maintained and optimised

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Maintain the organisation's system and network infrastructure by monitoring system health and network security and respond to disruptions and vulnerabilities
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Prime Skills

- Application Programming Interface (API) Management
- Coding
- DevSecOps
- Process Automation

Career Pathways

- Business Continuity Management
- Continuous Improvement and Process Re-Engineering
- Enterprise Architecture
- Project Management
- Business Continuity Planning
- Crisis and Disaster Recovery Management
- Global Perspectives
- Software Development and Testing

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
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  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Prime Skills

Troubleshooting

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
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  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture (1 2 3 4 5)	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture (1 2 3 4)	Solution Architecture (1 2 3 4 5 6 7)	(A) Integration Architecture (1 2 3 4 5)	(A) Platform Engineering (1 2 3 4 5 6 7)	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Infrastructure and Network Engineering	(A) Software Engineering 1 2 3 4 5 6 7	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	(A) Robotics Process Automation (RPA) 1 2 3 4 5 6 7
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management 6 7	Data Governance	Data Protection

Digital Experience Design (UI/UX) 1 2 3 4 5 6 7	
Data Quality	

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management (1 2 3 4 5 6 7)	Business Analysis (1 2 3 4 5 6 7)	Service and Change Management (1 2 3 4 5 6 7)	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B **Procurement Digitalisation/ Transformation** (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
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  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	A Digital Transformation and Adoption (1 2 3 4 5 6 7)	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Software and Application Management**
Job Purpose	Drive high-quality software and application solutions and management to ensure optimal performance

Similar Roles in Insurance and Takaful Sub-Sectors

- Infrastructure, Software and Application Management

Job Description

- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Manage capacity and performance of applications

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing	Market Research and Customer Insights	A **Marketing Technology** (5, 7)	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
Job Purpose	Manage the organisation's network infrastructure, software, system and applications solutions to ensure optimal performance

Similar Roles in Banking Sub-Sectors

- Infrastructure and Network Management
- Software and Application Management

Job Description

- Monitor system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of infra and apps, based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infra
- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Implement strategies for energy efficiency and space utilisation to maximise the data centre's efficiency and cost-effectiveness
- Manage and monitor the day-to-day operations of the data centre, including resource allocation, equipment storage and maintenance to ensure optimal performance and data centre reliability
- Provide level 1 support, manage IT incidents and service requests submitted by end-users
- Resolve issues, discrepancies and complaints in a timely and efficient manner
- Liaise with authorised service providers for hardware and software replacements

Prime Skills

- Business Continuity Management
- Continuous Improvement and Process Re-Engineering
- Global Perspectives
- Project Management

Career Pathways

- Business Continuity Planning
- Crisis and Disaster Recovery Management
- Infrastructure Development
- Scenario Planning and Analysis
- Cloud Computing
- DevSecOps
- Process Automation
- Software Development and Testing

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
Job Purpose	Manage the organisation's network infrastructure, software, system and applications solutions to ensure optimal performance

Similar Roles in Banking Sub-Sectors

- Infrastructure and Network Management
- Software and Application Management

Job Description

- Monitor system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of infra and apps, based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infra
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Prime Skills

Troubleshooting

Business Continuity Planning

Career Pathways

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking; Islamic Retail Banking
2. Corporate and Commercial Banking; Islamic Corporate and Commercial Banking
3. Investment Banking; Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking; Islamic Digital Banking
6. **Insurance; Takaful**
7. **Digital Insurance; Digital Takaful**

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
Job Purpose	Manage the organisation's network infrastructure, software, system and applications solutions to ensure optimal performance

Similar Roles in Banking Sub-Sectors

- Infrastructure and Network Management
- Software and Application Management

Job Description

- Monitor system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of infra and apps, based on current and projected workloads
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- Resolve issues, discrepancies and complaints in a timely and efficient manner
- Liaise with authorised service providers for hardware and software replacements

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Architecture
- Infrastructure Architecture (1 2 3 4 5)
- Software Architecture (1 2 3 4 5)
- Data Architecture
- Cloud Architecture
- Security Architecture
- Business Architecture (1 2 3 4)
- Solution Architecture (1 2 3 4 5 6 7)
- A Integration Architecture (1 2 3 4 5)
- A Platform Engineering (1 2 3 4 5 6 7)
- Data Engineering
- Cloud Engineering

Legend: A Emerging Role; B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking
2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking
3 • Investment Banking • Islamic Investment Banking
4 • Development Financial Institutions
5 • Digital Banking • Islamic Digital Banking
6 • Insurance • Takaful
7 • Digital Insurance • Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
Job Purpose	Manage the organisation's network infrastructure, software, system and applications solutions to ensure optimal performance

Similar Roles in Banking Sub-Sectors

- Infrastructure and Network Management
- Software and Application Management

Job Description

- Monitor system health and network security and respond to disruptions and vulnerabilities
- Manage capacity and performance of infra and apps, based on current and projected workloads
- Manage solution adoption and integration and ensure compatibility with existing systems and infra
- Deploy new software and application across the organisation
- Manage the organisation's software and applications by:
  - Addressing new/enhancement requests for application functions
  - Responding to disruptions and vulnerabilities
  - Maintaining software and application (e.g., patch updates, troubleshooting, documentation)
- Implement strategies for energy efficiency and space utilisation to maximise the data centre's efficiency and cost-effectiveness
- Manage and monitor the day-to-day operations of the data centre, including resource allocation, equipment storage and maintenance to ensure optimal performance and data centre reliability
- Provide level 1 support, manage IT incidents and service requests submitted by end-users
- Resolve issues, discrepancies and complaints in a timely and efficient manner
- Liaise with authorised service providers for hardware and software replacements

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- A **Infrastructure and Network Engineering** 1 2 3 4 5 6 7
- A **Software Engineering** 1 2 3 4 5 6 7
- **Artificial Intelligence/ Machine Learning**
- **Artificial Intelligence/ Machine Learning Operations**
- A **Robotics Process Automation (RPA)** 1 2 3 4 5 6 7
- **Digital Experience Design (UI/UX)** 1 2 3 4 5 6 7
- **Infrastructure and Network Management** 1 2 3 4 5
- **Software and Application Management** 1 2 3 4 5
- **Infrastructure, Software and Application Management**
- **Data Governance**
- **Data Protection**
- **Data Quality**

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
Job Purpose	Manage the organisation's network infrastructure, software, system and applications solutions to ensure optimal performance

Similar Roles in Banking Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	**Transformation and IT Project Management** 1 2 3 4 5 6 7	**Business Analysis** 1 2 3 4 5 6 7	**Service and Change Management** 1 2 3 4 5 6 7	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Infrastructure, Software and Application Management**
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B **Procurement Digitalisation/ Transformation** (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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   - Islamic Investment Banking
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   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Governance**
Job Purpose	Drive strategies and innovation to enhance and maintain effective data management, security and compliance

Job Description

- Develop data governance strategies and frameworks in accordance with regulatory requirements
- Define data privacy and security measures in accordance with data protection regulations and access controls
- Define data classification guidelines and categorise sensitive data based on levels of integrity, confidentiality and availability
- Monitor data quality scorecards and collaborate with business and support units to understand data quality issues and develop appropriate remediation steps
- Recommend upgrades/changes to data governance and management tools to enhance the quality and efficiency of data usage

Prime Skills

- Business Continuity Planning
- DevSecOps
- Data Governance
- Global Perspectives

Career Pathways

- Data Protection

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	**Data Engineering** 1 2 3 4 5 6 7	Cloud Engineering

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	**Data Protection** 1 2 3 4	**Data Quality** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations (1 2 3 4 5)	Database Administration (1 2 3 4 6)	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management (1 2 3 4 5 6 7)	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- (B) Technology and Information Security Risk — 1 2 3 4 5 6 7
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- B **Technology and Information Security Audit** (1 2 3 4 5 6 7)
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Protection**
Job Purpose	Develop and implement solutions to ensure the confidentiality, integrity and security of the organisation's data assets

Job Description

- Establish procedures to operationalise data protection security controls to ensure compliance with data protection policies, standards and security requirements
- Implement and manage data security protocols and controls to protect sensitive information from unauthorised access and breaches
- Develop and execute incident response plans to address data breach violations, including unauthorised access, publishing and modification acts, to minimise their impact on operations and customer trust
- Work with data owners within the organisation to identify, collect and maintain a data inventory for periodic reviews

Prime Skills

- Business Continuity Planning
- Data Protection
- Scenario Planning and Analysis
- Data Cleansing and Warehousing
- DevSecOps
- Security Monitoring

Career Pathways

- Data Collection and Analytics
- Global Perspectives

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
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Job Clusters and Job Roles

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Career Pathways

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Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	**Data Governance** 1 2 3 4 5 6 7	Data Protection	**Data Quality** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Career Pathways

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Protection**
Job Purpose	Develop and implement solutions to ensure the confidentiality, integrity and security of the organisation's data assets

Job Description

- Establish procedures to operationalise data protection security controls to ensure compliance with data protection policies, standards and security requirements
- Implement and manage data security protocols and controls to protect sensitive information from unauthorised access and breaches
- Develop and execute incident response plans to address data breach violations, including unauthorised access, publishing and modification acts, to minimise their impact on operations and customer trust
- Work with data owners within the organisation to identify, collect and maintain a data inventory for periodic reviews

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- B **Technology and Information Security Audit** (1 2 3 4 5 6 7)
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Quality**
Job Purpose	Ensure accuracy, completeness and consistency of data used throughout the organisation

Job Description

- Maintain, implement and communicate organisation-wide data quality governance standards, frameworks and policies to foster culture that values data, and promote discipline and compliance around its use
- Facilitate definition and execution of data needs for both projects and BAU
- Work with data owners within the organisation to identify, collect and maintain a data inventory for periodic reviews
- Maintain data integrity and identify and rectify data inconsistencies
- Implement end-to-end data quality solutions, including root cause analysis and data quality reporting, to enhance data quality across organisation

Prime Skills

- Data Cleansing and Warehousing
- Global Perspectives

Career Pathways

- Data Governance
- Data Protection

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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3. Investment Banking
   Islamic Investment Banking
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   Islamic Digital Banking
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   Takaful
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   Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Quality**
Job Purpose	Ensure accuracy, completeness and consistency of data used throughout the organisation

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	**Data Engineering** 1 2 3 4 5 6 7	Cloud Engineering

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
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   Islamic Digital Banking
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Job Cluster	**Digital, Data and IT Operations**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	**Data Governance** 1 2 3 4 5 6 7	**Data Protection** 1 2 3 4	Data Quality

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations (1 2 3 4 5)	Database Administration (1 2 3 4 6)	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management (1 2 3 4 5 6 7)	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
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Legend: A Emerging Role | B Evolving Role

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   Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
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Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Centre Operations**
Job Purpose	Maintain organisation's data centres and ensure operational efficiency and security

Job Description

- Implement strategies for energy efficiency, resource allocation and space utilisation to maximise the data centre's efficiency and cost-effectiveness
- Manage the day-to-day operations of the data centre, including resource allocation and equipment maintenance
- Continuously monitor data centre infrastructure to ensure optimal performance (e.g., temperature control, airflow, energy consumption)
- Install, configure and manage servers, networking equipment and storage systems within the data centre
- Identify and resolve hardware and software issues to minimise downtime and maintain data centre reliability

Prime Skills

- **Business Continuity Management**
- **DevSecOps**

Career Pathways

- **Troubleshooting**

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	A Platform Engineering 1 2 3 4 5 6 7	Data Engineering 1 2 3 4 5 6 7	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Database Administration**
Job Purpose	Design and implement solutions to ensure the reliability, efficiency and security of databases to support the organisation's data availability and integrity needs

Job Description

- Design, implement and maintain databases to ensure data availability, integrity and performance
- Optimise database queries and performance to support real-time financial transactions and reporting
- Develop robust data back-up and recovery strategies to minimise data loss and maintain business continuity in case of disruptions

Prime Skills

- Business Continuity Management
- Data Cleansing and Warehousing
- Business Continuity Planning
- DevSecOps

Career Pathways

- Coding
- Global Perspectives

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance 1 2 3 4 5 6 7	Data Protection 1 2 3 4	Data Quality 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations (1 2 3 4 5)	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management (1 2 3 4 5 6 7)	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Strategic IT Operations

Career Pathways

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Intelligence**
Job Purpose	Transform data into valuable insights to inform strategic decision-making in achieving organisational goals

Job Description

- Transform data from various sources and stakeholders into actionable insights for business units to define strategic business plans and priorities
- Consolidate and interpret large and complex datasets into statistical summaries and visualisations
- Recommend suitable types of data, dashboards and emerging technologies for business to measure business performance

Prime Skills

- Big Data Analytics
- Data Collection and Analytics
- Global Perspectives
- Coding
- Data Storytelling and Visualisation
- Process Automation

Career Pathways

- Continuous Improvement and Process Re-Engineering
- DevSecOps
- Prototyping

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Intelligence**
Job Purpose	Transform data into valuable insights to inform strategic decision-making in achieving organisational goals

Job Description

- Transform data from various sources and stakeholders into actionable insights for business units to define strategic business plans and priorities
- Consolidate and interpret large and complex datasets into statistical summaries and visualisations
- Recommend suitable types of data, dashboards and emerging technologies for business to measure business performance

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B **Segment Strategy and Acquisition** (1 2 3 4 5 6 7)

Industry Advisory and Solutions

Product Management

Product Development

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter (6 7)	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response	
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions	

Legend: (A) Emerging Role (B) Evolving Role *Job roles existing at the senior level only

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation (1 2 3 4 5 6 7)

Career Pathways

- Finance Systems (1 2 3 4 5 6 7)
- Finance Policy Management
- Tax Management
- Finance Operations
- Shared Services and 3rd Party Ecosystems

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Job Clusters: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
Corporate Communications	Product Marketing
Branding	Market Research and Customer Insights (1 2 3 4 5 6 7)
External Communications, PR and Media Relations	Marketing Technology
Internal Communications and Engagement	Corporate Events Management
Marketing Strategy	Multimedia Design
Digital Marketing	

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Science**
Job Purpose	Extract data insights from diverse datasets using data analytics and machine learning techniques

Job Description

- Extract, analyse and interpret vast amounts of data from multiple sources via artificial intelligence and machine learning models to identify patterns and develop predictive models
- Ensure data mining/analysis models developed are based on data privacy regulations

Prime Skills

- Artificial Intelligence (AI) Management
- Continuous Improvement and Process Re-Engineering
- Data Engineering
- Penetration Testing

Career Pathways

- Big Data Analytics
- Data Cleansing and Warehousing
- DevSecOps
- Predictive Modelling
- Coding
- Data Collection and Analytics
- Global Perspectives
- Prototyping

Click here to view the Power Skills required for all job roles.

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Prime Skills

Scenario Planning and Analysis

Career Pathways

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B **Segment Strategy and Acquisition** (1 2 3 4 5 6 7)

Industry Advisory and Solutions

Product Management

Product Development

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	A Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	A Artificial Intelligence/ Machine Learning Operations (1 2 3 4 5 6 7)	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	**Business Intelligence** (1 2 3 4 5 6 7)	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems	

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing	**Market Research and Customer Insights** (1 2 3 4 5 6 7)	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

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Job Clusters and Job Roles

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B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Data Science**
Job Purpose	Extract data insights from diverse datasets using data analytics and machine learning techniques

Job Description

- Extract, analyse and interpret vast amounts of data from multiple sources via artificial intelligence and machine learning models to identify patterns and develop predictive models
- Ensure data mining/analysis models developed are based on data privacy regulations

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Cybersecurity Threat Intelligence**
Job Purpose	Drive innovative solutions to mitigate cyber threats and enhance overall organisational cybersecurity

Job Description

- Develop and maintain cyber threat hunting framework, including relevant tools and technologies,
- Develop threat hunting hypotheses, and translate and automate hunt activities into an iterative process of hunting for cyber threats
- Review threats alerted by security monitoring tools and provide recommendations to enhance alerts and improve monitoring of efficiency

Prime Skills

- Business Continuity Management
- Penetration Testing
- Security Monitoring

Career Pathways

- DevSecOps
- Scenario Planning and Analysis
- Threat Intelligence and Management
- Global Perspectives
- Security Architecture

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response (1 2 3 4 5 6 7)
Vulnerability Management (1 2 3 4 5 6 7)	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- (B) Technology and Information Security Risk — 1 2 3 4 5 6 7
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- B **Technology and Information Security Audit** (1 2 3 4 5 6 7)
- Shariah Audit

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Security Monitoring and Incident Response**
Job Purpose	Drive comprehensive and robust security solutions to ensure the protection of the organisation's digital assets

Job Description

- Conduct real-time monitoring and analysis of security threats using security tools
- Respond to security incidents, and contain and mitigate the effects to safeguard the organisation's digital assets
- Collaborate with cross-functional teams to coordinate incident response efforts
- Examine and analyse security incidents to determine their origin and impact
- Conduct thorough forensic analysis of applications, systems and networks to identify security breaches, unauthorised access and potential risks
- Report outcomes of incident investigations, including action taken to mitigate and prevent recurrences, to the Senior Management team

Prime Skills

- Business Continuity Management
- Penetration Testing
- Threat Intelligence and Management

Career Pathways

- DevSecOps
- Security Architecture
- Global Perspectives
- Security Monitoring

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence (1 2 3 4 5 6 7)	Security Monitoring and Incident Response
Vulnerability Management (1 2 3 4 5 6 7)	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Vulnerability Management**
Job Purpose	Drive solutions to effectively mitigate and address vulnerabilities and ensure the security of the organisation's digital infrastructure

Job Description

- Establish procedures to operationalise vulnerability management processes and best practices
- Implement monitoring and scanning processes to detect and address new vulnerabilities as they emerge
- Define scope of vulnerability assessments and penetration testing and conduct assessments periodically
- Analyse results of vulnerability assessments to understand the nature and potential impact of identified vulnerabilities to implement remediation plan and mitigate security risks

Prime Skills

- Business Continuity Management
- Penetration Testing
- Security Monitoring

Career Pathways

- DevSecOps
- Scenario Planning and Analysis
- Threat Intelligence and Management
- Global Perspectives
- Security Architecture

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Vulnerability Management**
Job Purpose	Drive solutions to effectively mitigate and address vulnerabilities and ensure the security of the organisation's digital infrastructure

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence 1 2 3 4 5 6 7	Security Monitoring and Incident Response 1 2 3 4 5 6 7
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Vulnerability Management**
Job Purpose	Drive solutions to effectively mitigate and address vulnerabilities and ensure the security of the organisation's digital infrastructure

Job Description

- Establish procedures to operationalise vulnerability management processes and best practices
- Implement monitoring and scanning processes to detect and address new vulnerabilities as they emerge
- Define scope of vulnerability assessments and penetration testing and conduct assessments periodically
- Analyse results of vulnerability assessments to understand the nature and potential impact of identified vulnerabilities to implement remediation plan and mitigate security risks

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk
- (B) Technology and Information Security Risk — 1 2 3 4 5 6 7
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- B **Technology and Information Security Audit** (1 2 3 4 5 6 7)
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Access Management**
Job Purpose	Enforce data compliance and enhance data protection through thorough user access management to organisational data

Job Description

- Establish user authentication and authorisation processes to ensure only authorised individuals have access to sensitive information and systems
- Manage and enforce access controls and permissions and regularly review and adjust user access privileges based on their roles and responsibilities (e.g., Role-Based Access Control)
- Maintain access logs, conduct access audits and ensure compliance with regulatory requirements related to user access and data protection

Prime Skills

- Business Continuity Management
- Global Perspectives
- Business Continuity Planning
- Penetration Testing

Career Pathways

- DevSecOps
- Security Architecture

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance (1 2 3 4 5 6 7)	Data Protection (1 2 3 4)	Data Quality (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Data Centre Operations	**Database Administration** (1 2 3 4 6)	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
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- (B) Technology and Information Security Risk — 1 2 3 4 5 6 7
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Legend: (A) Emerging Role (B) Evolving Role

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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Transformation and IT Project Management** *(including agile roles e.g., Scrum Masters, Product Owners)*
Job Purpose	Drive and manage technical projects related to IT transformation and enhancement to ensure organisational practices are aligning with IT industry standards

Job Description

- Plan, execute and manage technical projects (e.g., Transformation and BAU) and ensure they are delivered on time, within budget and in line with project goals, scope and objectives
- Introduce and adopt appropriate project management best practices and methodologies (e.g., DevOps, Agile, Waterfall) and tools based on project requirements
- Identify and mitigate project risks to minimise setbacks and delays
- Facilitate collaboration between cross-functional teams, including vendors, developers, engineers, designers and other relevant project stakeholders
- Work with business units, architecture and other relevant technical teams to define technical solutions and prioritise requirements based on business needs

Prime Skills

- Business Continuity Planning
- Global Perspectives
- Contract and Vendor Management
- Project Management

Career Pathways

- DevSecOps

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management (6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

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Career Pathways:

- Data Centre Operations
- Database Administration
- Business Intelligence
- Data Science
- Cybersecurity Threat Intelligence
- Security Monitoring and Incident Response
- Vulnerability Management
- Access Management
- Transformation and IT Project Management
- **Business Analysis** (1 2 3 4 5 6 7)
- **Service and Change Management** (1 2 3 4 5 6 7)
- IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Strategic IT Operations

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Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B Procurement Digitalisation/ Transformation (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Analysis**
Job Purpose	Identify, analyse and define business to identify solutions that address problems or improve business processes

Job Description

- Define business requirements and functionalities to be developed and working closely with business units to drive the business requirements
- Lead requirement gathering (in an iterative manner) with business users and work with users to translate the requirements into functional specifications/user stories
- Map out existing or proposed business processes using visual modeling techniques (e.g., process flows, swimlane diagrams)

Prime Skills

- Business Continuity Planning
- Data Storytelling and Visualisation
- Project Management
- User Interface and User Experience Design

Career Pathways

- Business Planning and Needs Analysis
- DevSecOps
- Shariah Compliance
- Data Collection and Analytics
- Global Perspectives
- Troubleshooting

Click here to view the Power Skills required for all job roles.

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Analysis**
Job Purpose	Identify, analyse and define business requirements to identify solutions that address problems or improve business processes

Job Description

- Define business requirements and functionalities to be developed and working closely with business units to drive the business requirements
- Lead requirement gathering (in an iterative manner) with business users and work with users to translate the requirements into functional specifications/user stories
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture (1 2 3 4)	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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6. Insurance
   - Takaful
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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Analysis**
Job Purpose	Identify, analyse and define business requirements to identify solutions that address problems or improve business processes

Job Description

- Define business requirements and functionalities to be developed and working closely with business units to drive the business requirements
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management (1 2 3 4 5)	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Business Analysis**
Job Purpose	Identify, analyse and define business requirements to identify solutions that address problems or improve business processes

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	**Transformation and IT Project Management** 1 2 3 4 5 6 7	Business Analysis	**Service and Change Management** 1 2 3 4 5 6 7	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
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Job Purpose	Identify, analyse and define business requirements to identify solutions that address problems or improve business processes

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

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Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | **Finance Management and Operations** | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems

Finance Transformation (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | A Digital Transformation and Adoption (1 2 3 4 5 6 7) | Workforce Analytics | HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Service and Change Management**
Job Purpose	Ensure IT services are operating smoothly and drive strategies to ensure seamless transitions when integrating changes into IT infrastructure

Job Description

- Respond to and resolve IT incidents to minimise service disruptions
- Manage communications with relevant stakeholders regarding incident status and resolution progress
- Conduct post-incident root cause analysis and reporting to prevent future incidents and improve service quality
- Plan and manage changes to IT infrastructure, applications and services, while minimising risks and service interruptions
- Define and maintain service level agreements (SLAs) and key performance indicators (KPIs) to measure IT service performance

Prime Skills

- Business Continuity Management
- Business Continuity Planning
- Global Perspectives
- Project Management

Career Pathways

- DevSecOps
- Troubleshooting

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Service and Change Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**Service and Change Management**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	**Transformation and IT Project Management** (1 2 3 4 5 6 7)	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

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Legend: A Emerging Role B Evolving Role

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Job Cluster	**Digital, Data and IT Operations**
Job Role	**IT Services and Solutions**
Job Purpose	Deliver service excellence for IT-related issues and service requests

Job Description

- Manage IT incidents and service requests submitted by end-users
- Provide Level 1 support for desktops and standard applications and escalate matters to relevant units when required
- Resolve issues, discrepancies and complaints in a timely manner
- Liaise with authorised service providers for hardware and software replacements

Prime Skills

- Application Programming Interface (API) Management
- Continuous Improvement and Process Re-Engineering
- Global Perspectives
- Security Monitoring

Career Pathways

- Business Continuity Management
- Crisis and Disaster Recovery Management
- Infrastructure Development
- Troubleshooting
- Business Continuity Planning
- DevSecOps
- Project Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

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Job Clusters and Job Roles

Prime Skills

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Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	**Database Administration** 1 2 3 4 6	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	**Access Management** 1 2 3 4 5 6 7	**Transformation and IT Project Management** 1 2 3 4 5 6 7	Business Analysis	**Service and Change Management** 1 2 3 4 5 6 7	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Strategic IT Operations

Career Pathways

Legend: (A) Emerging Role (B) Evolving Role

Back to Digital, Data and IT Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Digital, Data and IT Operations**
Job Role	**Strategic IT Operations**
Job Purpose	Manage IT operational activities to ensure availability and reliability of systems and networks, including managing technology vendors

Job Description

- Provide technical expertise when managing IT vendors, contracts, and supervise daily activities of IT vendors based on agreed Service Level Agreements (SLAs)
- Establish and regularly review SLAs with IT vendors
- Manage procurement of IT equipment and professional services
- Forecast costs, develop and manage financial spend of IT services
- Analyse financial data to prepare and report ROI related documentation and business case
- Collaborate with legal team to analyse and manage software intellectual property related matters
- Perform vendor due diligence, financial viability, risk assessment and manage IT operational risks

Prime Skills

- Big Data Analytics
- Data Storytelling and Visualisation
- Business Planning and Needs Analysis
- Disruption Management

Career Pathways

- Contract and Vendor Management
- User Interface and User Experience Design

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management (6 7)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

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Prime Skills

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Career Pathways

A Infrastructure and Network Engineering (1 2 3 4 5 6 7)	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

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Job Clusters and Job Roles

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Career Pathways

- Category, Sourcing, Tender and Contract Management — 1 2 3 4 5 6 7
- Tactical Buying (Spot Buy) — 1 2 3 4 5 6 7
- B Vendor Management — 1 2 3 4 5 6 7
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- **Finance Management and Operations**
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Finance Management and Operations Job Cluster

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	Finance Policy Management	(B) Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems	

Legend: (A) Emerging Role (B) Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

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Job Cluster	**Finance Management and Operations**
Job Role	**Financial Planning and Analysis**
Job Purpose	Conduct financial modeling, budgeting, forecasting and monitor financial metrics to maintain the organisation's financial health and profitability

Job Description

- Work with various business and support functions to gather relevant data, analyse historical financial performance and project future financial performance to create accurate and realistic budgets and forecasts
- Create and maintain detailed financial models to analyse various business scenarios and their potential impact on the organisation’s financial position
- Perform variance analysis, sensitivity analysis and scenario planning to support strategic decision-making
- Support strategic initiatives by evaluating investment opportunities, cost-saving initiatives and other strategic projects to ensure alignment with the business financial goals and deliver value

Prime Skills

- Accounts Payable Management
- Budget Management
- Capital Management
- Data Storytelling and Visualisation
- Artificial Intelligence (AI) Management
- Business Performance Management
- Continuous Improvement and Process Re-Engineering
- Emerging Technology Synthesis

Career Pathways

- Big Data Analytics
- Capital Expenditure and Investment Evaluation
- Data Collection and Analytics
- Financial Analysis and Modelling

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Financial Reporting
- Partnership Management
- Regulatory Compliance
- Sustainability Reporting

Career Pathways

- Internal Control
- Predictive Modelling
- Risk Management
- Tax Compliance
- Liquidity Management
- Process Automation
- Scenario Planning and Analysis

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: A Emerging Role B Evolving Role

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Career Pathways

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Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

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Career Pathways

Data Centre Operations	Database Administration	**Business Intelligence** (1 2 3 4 5 6 7)	**Data Science** * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

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Prime Skills

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- **Financial Planning and Analysis**
- **Management Reporting** (1 2 3 4 5 6 7)
- **Financial and Statutory Reporting** (1 2 3 4 5 6 7)
- **Finance Business Partner** (1 2 3 4 5 6 7)
- **Treasury Management** (1 2 3 4 5 6 7)
- **Finance Transformation** (1 2 3 4 5 6 7)
- **Finance Systems** (1 2 3 4 5 6 7)
- **Finance Policy Management** (1 2 3 4 5 6 7)
- (B) **Tax Management** (1 2 3 4 5 6 7)
- **Finance Operations** (1 2 3 4 5 6 7)
- **Shared Services and 3rd Party Ecosystems** (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

Enterprise Risk Management	**Risk Modelling and Validation** (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Financial Planning and Analysis**
Job Purpose	Conduct financial modeling, budgeting, forecasting and monitor financial metrics to maintain the organisation's financial health and profitability

Job Description

- Work with various business and support functions to gather relevant data, analyse historical financial performance and project future financial performance to create accurate and realistic budgets and forecasts
- Create and maintain detailed financial models to analyse various business scenarios and their potential impact on the organisation's financial position
- Perform variance analysis, sensitivity analysis and scenario planning to support strategic decision-making
- Support strategic initiatives by evaluating investment opportunities, cost-saving initiatives and other strategic projects to ensure alignment with the business financial goals and deliver value

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Management Reporting**
Job Purpose	Provide strategic financial insights and analysis to support informed decision-making and drive financial performance

Job Description

- Prepare management reports on financial performance, profitability and liquidity, as well as highlight key metrics and insights for stakeholders
- Perform financial analysis on organisation's financial performance, including income variance analysis, rate and volume analysis, policy rate change impact analysis and simulations as well as track financial KPIs
- Conduct peer benchmarking, including analysis of competitor performance, KPIs and market share, as well as maintain competitor benchmarking database and dashboard
- Generate monthly market share reports and conduct marketing share reporting
- Prepare and compile monthly board papers, financial reports and financial performance analysis
- Implement and maintain the fund transfer pricing framework and ensure accurate allocation of funding costs across various business and support functions

Prime Skills

Artificial Intelligence (AI) Management	**Continuous Improvement and Process Re-Engineering**	**Emerging Technology Synthesis**	**Fund Accounting** *(Applies to Insurance and Takaful sub-sectors only)*

Career Pathways

Big Data Analytics	**Data Collection and Analytics**	**Financial Analysis and Modelling**	**Internal Control**
Business Performance Management	**Data Storytelling and Visualisation**	**Financial Reporting**	**Partnership Management**

Click here to view the Power Skills required for all job roles.

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5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Management Reporting**
Job Purpose	Provide strategic financial insights and analysis to support informed decision-making and drive financial performance

Job Description

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- Perform financial analysis on organisation's financial performance, including income variance analysis, rate and volume analysis, policy rate change impact analysis and simulations as well as track financial KPIs
- Conduct peer benchmarking, including analysis of competitor performance, KPIs and market share, as well as maintain competitor benchmarking database and dashboard
- Generate monthly market share reports and conduct marketing share reporting
- Prepare and compile monthly board papers, financial reports and financial performance analysis
- Implement and maintain the fund transfer pricing framework and ensure accurate allocation of funding costs across various business and support functions

Prime Skills

- Predictive Modelling
- Risk Management
- Tax Compliance
- Process Automation
- Scenario Planning and Analysis

Career Pathways

- Regulatory Compliance
- Sustainability Reporting

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Finance Management and Operations**
Job Role	**Management Reporting**
Job Purpose	Provide strategic financial insights and analysis to support informed decision-making and drive financial performance

Job Description

- Prepare management reports on financial performance, profitability and liquidity, as well as highlight key metrics and insights for stakeholders
- Perform financial analysis on organisation's financial performance, including income variance analysis, rate and volume analysis, policy rate change impact analysis and simulations as well as track financial KPIs
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting	Financial and Statutory Reporting (1 2 3 4 5 6 7)	Finance Business Partner (1 2 3 4 5 6 7)	Treasury Management (1 2 3 4 5 6 7)	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management (1 2 3 4 5 6 7)	(B) Tax Management (1 2 3 4 5 6 7)	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Management Reporting**
Job Purpose	Provide strategic financial insights and analysis to support informed decision-making and drive financial performance

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B Procurement Digitalisation/ Transformation (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Sustainability Strategy

B Sustainability Engagement and Reporting

1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Financial and Statutory Reporting**
Job Purpose	Ensure accuracy and timely reporting of financial and regulatory obligations of the organisation

Job Description

- Prepare and review the organisation's monthly, quarterly and annual financial and regulatory reporting reports, ensuring compliance with regulators' reporting requirements
- Ensure timeliness, accuracy and completeness of financial and regulatory reporting
- Identify and manage data sources from relevant stakeholders and collate financial data from other departments/business functions for data required for reporting
- Prepare and analyse financial and regulatory reports for internal stakeholders and external auditors

Prime Skills

- Artificial Intelligence (AI) Management
- Business Performance Management
- Data Storytelling and Visualisation
- Financial Reporting

Career Pathways

- Big Data Analytics
- Continuous Improvement and Process Re-Engineering
- Emerging Technology Synthesis
- Fund Accounting
- Budget Management
- Data Collection and Analytics
- Financial Analysis and Modelling
- Internal Control

Click here to view the Power Skills required for all job roles.

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- Prepare and analyse financial and regulatory reports for internal stakeholders and external auditors

Prime Skills

Mergers and Acquisitions	Process Automation	Scenario Planning and Analysis
Partnership Management	Regulatory Compliance	Sustainability Reporting

Career Pathways

Predictive Modelling	Risk Management	Tax Compliance

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Financial Planning and Analysis (1 2 3 4 5 6 7)
- Management Reporting (1 2 3 4 5 6 7)
- **Financial and Statutory Reporting**
- Finance Business Partner (1 2 3 4 5 6 7)
- Treasury Management (1 2 3 4 5 6 7)
- Finance Transformation (1 2 3 4 5 6 7)
- Finance Systems (1 2 3 4 5 6 7)
- Finance Policy Management (1 2 3 4 5 6 7)
- (B) Tax Management (1 2 3 4 5 6 7)
- Finance Operations (1 2 3 4 5 6 7)
- Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B Procurement Digitalisation/ Transformation — 1 2 3 4 5 6 7
- Procurement Governance and Continuous Improvement — 1 2 3 4 5 6 7
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Sustainability Strategy

B Sustainability Engagement and Reporting
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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Finance Business Partner**
Job Purpose	Provide strategic financial insights and support to various business units, enabling informed decision-making and driving financial performance

Job Description

- Act as a strategic advisor to business unit leaders by providing financial guidance on business initiatives, investments and projects
- Evaluate the financial impact of business decisions, identify opportunities for cost savings and recommend actions to enhance profitability and growth
- Identify areas of financial underperformance, conduct root cause analysis and work with business units to implement corrective actions and performance improvement plans
- Prepare and present financial reports, analyse financial performance and provide insights into key financial metrics to guide strategic planning and operational improvements
- Partner with business units to develop, manage and monitor budgets and forecasts
- Coordinate with various departments to gather necessary data, ensure accuracy in financial projections and advise on budget adjustments based on business needs and performance trends

Prime Skills

Artificial Intelligence (AI) Management	Business Performance Management	Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis
Big Data Analytics	Capital Expenditure and Investment Evaluation	Data Collection and Analytics	Financial Analysis and Modelling

Career Pathways

Budget Management	Capital Management	Data Storytelling and Visualisation	Financial Transactions

Click here to view the Power Skills required for all job roles.

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- Coordinate with various departments to gather necessary data, ensure accuracy in financial projections and advise on budget adjustments based on business needs and performance trends

Prime Skills

Internal Control	Partnership Management	Regulatory Compliance	Sustainability Reporting
Liquidity Management	Predictive Modelling	Risk Management	Tax Compliance

Career Pathways

Mergers and Acquisitions	Process Automation	Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

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- Coordinate with various departments to gather necessary data, ensure accuracy in financial projections and advise on budget adjustments based on business needs and performance trends

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting (1 2 3 4 5 6 7)	Financial and Statutory Reporting (1 2 3 4 5 6 7)	Finance Business Partner	Treasury Management (1 2 3 4 5 6 7)	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management (1 2 3 4 5 6 7)	(B) Tax Management (1 2 3 4 5 6 7)	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Treasury Management**
Job Purpose	Ensure the efficient and effective management of financial resources, risks and opportunities to support the organisation's financial stability, profitability and long-term success

Job Description

- Develop and implement comprehensive treasury management strategy aligned with the organisation's financial goals and risk tolerance
- Oversee cash flow forecasting and management to ensure sufficient liquidity to meet financial obligations
- Develop and implement strategies to mitigate financial risks associated with foreign exchange fluctuations, interest rates and credit exposure
- Prepare reports on cash flow, investment performance and risk management activities
- Oversee the organisation's capital and balance sheet management, reporting on key ratios (e.g., Liquidity Coverage Ratio, Net Stable Funding Ratio and Debt-to-Equity) to stakeholders

Prime Skills

Career Pathways

Artificial Intelligence (AI) Management	Business Performance Management	Capital Raising	Data Collection and Analytics
Big Data Analytics	Capital Expenditure and Investment Evaluation	Cash Flow Management	Data Storytelling and Visualisation
Budget Management	Capital Management	Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis

Click here to view the Power Skills required for all job roles.

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Prime Skills

Financial Analysis and Modelling	Market and Liquidity Risk Management	Predictive Modelling	Risk Management
Internal Control	Mergers and Acquisitions	Process Automation	Scenario Planning and Analysis
Liquidity Management	Partnership Management	Regulatory Compliance	Tax Compliance

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Pricing
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Job Role	**Treasury Management**
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Job Description

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Treasury Management**
Job Purpose	Ensure the efficient and effective management of financial resources, risks and opportunities to support the organisation's financial stability, profitability and long-term success

Job Description

- Develop and implement comprehensive treasury management strategy aligned with the organisation's financial goals and risk tolerance
- Oversee cash flow forecasting and management to ensure sufficient liquidity to meet financial obligations
- Develop and implement strategies to mitigate financial risks associated with foreign exchange fluctuations, interest rates and credit exposure
- Prepare reports on cash flow, investment performance and risk management activities
- Oversee the organisation's capital and balance sheet management, reporting on key ratios (e.g., Liquidity Coverage Ratio, Net Stable Funding Ratio and Debt-to-Equity) to stakeholders

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Credit and Lending	Card Operations	B Transaction Operations 1 2 3 4	Collection and Recovery Operations	Investment Operations and Securities Services
B Treasury Operations 1 2 3 4 5	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence	Trade Finance Operations 1 2 3 4 5

Legend: A Emerging Role | B Evolving Role

Back to Finance Management and Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Treasury Management**
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Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Prime Skills

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence (1 2 3 4 5 6 7)	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Financial Planning and Analysis (1 2 3 4 5 6 7)
- Management Reporting (1 2 3 4 5 6 7)
- Financial and Statutory Reporting (1 2 3 4 5 6 7)
- Finance Business Partner (1 2 3 4 5 6 7)
- Treasury Management
- Finance Transformation (1 2 3 4 5 6 7)
- Finance Systems (1 2 3 4 5 6 7)
- Finance Policy Management (1 2 3 4 5 6 7)
- (B) Tax Management (1 2 3 4 5 6 7)
- Finance Operations (1 2 3 4 5 6 7)
- Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	**Risk Modelling and Validation** (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	**Operational Risk** (1 2 3 4 5 6 7)	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Finance Transformation**
Job Purpose	Drive strategic change initiatives to modernise and optimise finance operations to enhance efficiency, agility and value creation across the organisation

Job Description

- Develop finance transformation strategy and roadmap aligned with the organisation's goals and objectives
- Assess current finance processes, identify areas for improvement and define initiatives to drive transformational change
- Evaluate and redesign finance processes to streamline operations, increase efficiency and enhance productivity
- Identify automation opportunities, implement best practices and standardise processes across finance functions to achieve operational excellence
- Oversee the selection, implementation and integration of new finance technologies and systems to support transformation initiatives
- Assess technology needs, vendor selection, project management and ensure seamless integration with existing systems and workflow
- Lead change management efforts to drive adoption and acceptance of finance transformation initiatives across the organisation

Prime Skills

Artificial Intelligence (AI) Management	Data Collection and Analytics	Internal Control	Process Automation

Career Pathways

Big Data Analytics	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance
Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis	Predictive Modelling	Risk Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

Tax Compliance

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

Data Centre Operations	Database Administration	**Business Intelligence** 1 2 3 4 5 6 7	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Career Pathways

- Strategic IT Operations

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Financial Planning and Analysis (1 2 3 4 5 6 7)
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Prime Skills	Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk
Career Pathways	Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Finance Systems**
Job Purpose	Manage and optimise the financial systems and technology infrastructure that support the organisation's financial operations

Job Description

- Oversee system upgrades, ensure seamless integration with other enterprise systems and address any technical issues to maintain system performance and reliability
- Provide support and training to users of financial systems, develop training materials, conduct training sessions and ensure that users are proficient in utilising financial systems effectively
- Ensure the accuracy, consistency and security of financial data within the systems
- Support the development and enforcement of data management policies, conduct regular data audits and implement data validation processes to maintain high data integrity
- Evaluate and improve financial systems to enhance functionality and efficiency
- Identify areas for improvement, implement new features and optimise system workflow to better support financial processes and reporting

Prime Skills

Artificial Intelligence (AI) Management	Data Collection and Analytics	Internal Control	Process Automation

Career Pathways

Big Data Analytics	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance
Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis	Predictive Modelling	Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	**Software and Application Management** 1 2 3 4 5	**Infrastructure, Software and Application Management** 6 7	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	**Transformation and IT Project Management** (1 2 3 4 5 6 7)	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Strategic IT Operations

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting (1 2 3 4 5 6 7)	Financial and Statutory Reporting (1 2 3 4 5 6 7)	Finance Business Partner (1 2 3 4 5 6 7)	Treasury Management (1 2 3 4 5 6 7)	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems	Finance Policy Management (1 2 3 4 5 6 7)	(B) Tax Management (1 2 3 4 5 6 7)	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Finance Policy Management**
Job Purpose	Develop, implement and oversee financial policies to ensure regulatory compliance and alignment with organisational objectives

Job Description

- Conduct research on industry standards, draft financial policies and procedures, and implement these policies across the organisation to ensure they align with regulatory requirements and best practices
- Ensure the organisation's financial practices comply with internal policies, regulatory requirements and legal standards
- Conduct regular audits, monitor compliance and take corrective actions when necessary
- Work closely with various stakeholders to ensure coordinated policy management
- Prepare and present reports on policy compliance, issues and updates to senior management and other relevant stakeholders

Prime Skills

Artificial Intelligence (AI) Management	Data Collection and Analytics	Internal Control	Process Automation
Big Data Analytics	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance

Career Pathways

Continuous Improvement and Process Re-Engineering	Emerging Technology Synthesis	Predictive Modelling	Risk Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

Tax Compliance

Career Pathways

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Financial Planning and Analysis (1 2 3 4 5 6 7)
- Management Reporting (1 2 3 4 5 6 7)
- Financial and Statutory Reporting (1 2 3 4 5 6 7)
- Finance Business Partner (1 2 3 4 5 6 7)
- Treasury Management (1 2 3 4 5 6 7)
- Finance Transformation (1 2 3 4 5 6 7)
- Finance Systems (1 2 3 4 5 6 7)
- Finance Policy Management
- (B) Tax Management (1 2 3 4 5 6 7)
- Finance Operations (1 2 3 4 5 6 7)
- Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways:

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Tax Management** — B Evolving Role
Job Purpose	Drive, govern and regulate the establishment and enforcement of tax internal controls and tax risk management

Job Description

- Develop and maintain the organisation's tax policy, governing frameworks and guidelines to ensure compliance with laws and regulations
- Develop and maintain the statutory tax obligations for operations to strengthen the organisation's internal controls over financial reporting integrity that conforms to statutory and corporate tax obligations
- Develop and maintain the organisation's integrated tax risk management strategies to proactively identify tax risk and safeguard the organisation from adverse financial, legal and reputational implications
- Stay updated with the latest tax developments and communicate them effectively to key stakeholders within the organisation
- Support the development and implementation of an e-invoicing strategy aligned with organisational goals and regulatory requirements

Prime Skills

- Artificial Intelligence (AI) Management
- Continuous Improvement and Process Re-Engineering
- Emerging Technology Synthesis
- Internal Control

Career Pathways

- Big Data Analytics
- Data Collection and Analytics
- Financial Analysis and Modelling
- Mergers and Acquisitions
- Business Performance Management
- Data Storytelling and Visualisation
- Financial Reporting
- Partnership Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Predictive Modelling
- Risk Management
- Tax Compliance

Career Pathways

- Process Automation
- Scenario Planning and Analysis
- Regulatory Compliance
- Tax Advisory

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

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Legend: A Emerging Role | B Evolving Role

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- Support the development and implementation of an e-invoicing strategy aligned with organisational goals and regulatory requirements

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Finance Management and Operations Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Finance Management and Operations**
Job Role	**Finance Operations**
Job Purpose	Drive the day-to-day financial accounting, reporting and controls to ensure smooth operations of the finance function

Job Description

- Process daily financial transactions, including accounts payable, accounts receivable, payroll and general ledger activities
- Identify and proactively resolve complex accounting related issues, ensuring accurate and timely financial recordkeeping

Prime Skills

- Accounts Payable Management
- Big Data Analytics
- Continuous Improvement and Process Re-Engineering
- Emerging Technology Synthesis

Career Pathways

- Accounts Receivable Management
- Business Performance Management
- Data Collection and Analytics
- Financial Analysis and Modelling
- Artificial Intelligence (AI) Management
- Cash Flow Management
- Data Storytelling and Visualisation
- Financial Transactions

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Fund Accounting
- Predictive Modelling
- Risk Management
- Internal Control
- Process Automation
- Scenario Planning and Analysis

Career Pathways

- Partnership Management
- Regulatory Compliance
- Tax Compliance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	**Collection Operations** 6 7
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Credit and Lending	Card Operations	B Transaction Operations (1 2 3 4)	Collection and Recovery Operations	Investment Operations and Securities Services
B Treasury Operations (1 2 3 4 5)	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence	Trade Finance Operations (1 2 3 4 5)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting (1 2 3 4 5 6 7)	Financial and Statutory Reporting (1 2 3 4 5 6 7)	Finance Business Partner (1 2 3 4 5 6 7)	Treasury Management (1 2 3 4 5 6 7)	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management (1 2 3 4 5 6 7)	(B) Tax Management (1 2 3 4 5 6 7)	Finance Operations	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- B **Procurement Digitalisation/ Transformation** — 1 2 3 4 5 6 7
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | **Finance Management and Operations** | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Finance Management and Operations**
Job Role	**Shared Services and 3rd Party Ecosystems**
Job Purpose	Manage shared financial services and collaborate with third-party vendors to optimise financial operations

Job Description

- Oversee the financial shared services functions such as accounts payable, accounts receivable, payroll and general ledger activities
- Manage relationships with third-party service providers and vendors, which includes selecting vendors, negotiating contracts, monitoring performance and ensuring that outsourced services meet agreed-upon standards and service levels
- Develop and monitor key performance indicators (KPIs) for shared services and third-party providers
- Prepare regular performance reports, analyse trends and provide insights to senior management to drive informed decision-making and operational improvements

Prime Skills

- Accounts Payable Management
- Accounts Receivable Management
- Artificial Intelligence (AI) Management
- Big Data Analytics
- Continuous Improvement and Process Re-Engineering
- Data Collection and Analytics
- Data Storytelling and Visualisation
- Emerging Technology Synthesis
- Financial Analysis and Modelling
- Financial Reporting
- Financial Transactions
- Fund Accounting

Career Pathways

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Internal Control
- Process Automation
- Scenario Planning and Analysis
- Partnership Management
- Regulatory Compliance
- Tax Compliance

Career Pathways

- Predictive Modelling
- Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis (1 2 3 4 5 6 7)	Management Reporting (1 2 3 4 5 6 7)	Financial and Statutory Reporting (1 2 3 4 5 6 7)	Finance Business Partner (1 2 3 4 5 6 7)	Treasury Management (1 2 3 4 5 6 7)	Finance Transformation (1 2 3 4 5 6 7)
Finance Systems (1 2 3 4 5 6 7)	Finance Policy Management (1 2 3 4 5 6 7)	(B) Tax Management (1 2 3 4 5 6 7)	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
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Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- **Supply Chain and Procurement Management**
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Supply Chain and Procurement Management Job Cluster

Category, Sourcing, Tender and Contract Management	Tactical Buying (Spot Buy)	Vendor Management	Procurement Digitalisation/ Transformation	Procurement Governance and Continuous Improvement	Sustainable Procurement
1 2 3 4 5 6 7	1 2 3 4 5 6 7	B — 1 2 3 4 5 6 7	B — 1 2 3 4 5 6 7	1 2 3 4 5 6 7	A — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Category, Sourcing, Tender and Contract Management**
Job Purpose	Develop and implement category strategies to drive cost efficiencies, ensuring quality vendor performance, and aligning procurement activities with the organisation's business and sustainability goals

Job Description

- Develop and implement category strategies aligned to the organisation's overall business goals and support organisation's profitability, growth and sustainability agenda
- Conduct market research and competitor analysis to identify best-in-class products and services within a category
- Perform periodic financial reviews to assess category performance, including cost, sales and customer satisfaction
- Analyse industry trends and evolving market developments to proactively identify supply base issues to minimise risk and protect supply continuity as well as sustainability agenda
- Develop and implement service improvement plans and cost-saving strategies
- Negotiate pricing with existing vendors and/or identify new, more efficient vendors to streamline the procurement processes
- Develop and implement effective sourcing and procurement strategies, policies, processes and systems required including tenders, RFQs and RFPs
- Develop and issue RFP/RFQ and lead sourcing activities (evaluation, negotiation and awarding)
- Ensure continuous availability of products and services to support internal stakeholders' requests and the organisation's strategic objectives
- Manage vendor contract repository, variations, renewals and termination

Prime Skills

Category Management	Data Collection and Analytics	Disruption Management	Legal Drafting
Continuous Improvement and Process Re-Engineering	Data Storytelling and Visualisation	Emerging Technology Synthesis	Project Management

Career Pathways

Contract and Vendor Management	Demand and Supply Analysis	Global Perspectives	Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Prime Skills

- **Strategic Sourcing**
- **Sustainable Procurement**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

Back to Supply Chain and Procurement Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Category, Sourcing, Tender and Contract Management**
Job Purpose	Develop and implement category strategies to drive cost efficiencies, ensuring quality vendor performance, and aligning procurement activities with the organisation's business and sustainability goals

Job Description

- Develop and implement category strategies aligned to the organisation's overall business goals and support organisation's profitability, growth and sustainability agenda
- Conduct market research and competitor analysis to identify best-in-class products and services within a category
- Perform periodic financial reviews to assess category performance, including cost, sales and customer satisfaction
- Analyse industry trends and evolving market developments to proactively identify supply base issues to minimise risk and protect supply continuity as well as sustainability agenda
- Develop and implement service improvement plans and cost-saving strategies
- Negotiate pricing with existing vendors and/or identify new, more efficient vendors to streamline the procurement processes
- Develop and implement effective sourcing and procurement strategies, policies, processes and systems required including tenders, RFQs and RFPs
- Develop and issue RFP/RFQ and lead sourcing activities (evaluation, negotiation and awarding)
- Ensure continuous availability of products and services to support internal stakeholders' requests and the organisation's strategic objectives
- Manage vendor contract repository, variations, renewals and termination

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

Strategic IT Operations

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Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	Finance Policy Management	Tax Management	**Finance Operations** 1 2 3 4 5 6 7	**Shared Services and 3rd Party Ecosystems** 1 2 3 4 5 6 7	

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

- **Category, Sourcing, Tender and Contract Management**
- **Tactical Buying (Spot Buy)** — 1 2 3 4 5 6 7
- B **Vendor Management** — 1 2 3 4 5 6 7
- B **Procurement Digitalisation/ Transformation** — 1 2 3 4 5 6 7
- **Procurement Governance and Continuous Improvement** — 1 2 3 4 5 6 7
- A **Sustainable Procurement** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Tactical Buying (Spot Buy)**
Job Purpose	Oversee tactical sourcing activities to address the immediate or one-off requirement of the organisation

Job Description

- Liaise with business stakeholders to understand, validate and align on requirements
- Develop and issue RFQ and lead sourcing activities for one-off tactical buying (evaluation, negotiation and awarding)
- Create, track and process one-off purchase orders to ensure timely delivery of products and services and compliance with the organisation's procurement policies

Prime Skills

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Emerging Technology Synthesis
- Project Management

Career Pathways

- Contract and Vendor Management
- Demand and Supply Analysis
- Global Perspectives
- Research and Information Synthesis
- Data Collection and Analytics
- Disruption Management
- Legal Drafting
- Strategic Sourcing

Click here to view the Power Skills required for all job roles.

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Prime Skills

Sustainable Procurement

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

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Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- **Category, Sourcing, Tender and Contract Management** — 1 2 3 4 5 6 7
- **Tactical Buying (Spot Buy)**
- B **Vendor Management** — 1 2 3 4 5 6 7
- B **Procurement Digitalisation/ Transformation** — 1 2 3 4 5 6 7
- **Procurement Governance and Continuous Improvement** — 1 2 3 4 5 6 7
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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Vendor Management** — B Evolving Role
Job Purpose	Manage and assess the performance of vendors, mitigate risks and maximise partnership value

Job Description

- Develop and implement the vendor risk and lifecycle management framework (e.g., vendor onboarding, vendor segmentation and vendor due diligence)
- Collaborate with business functions to obtain inputs and conduct the vendor performance management processes, including performance reporting and vendor development programmes
- Serve as liaison between the business area and vendors to build a continuing and new relationship
- Conduct vendor evaluation, including vendor core competencies, competitive positioning and sustainability agenda

Prime Skills

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Monitoring and Surveillance
- Sustainable Procurement

Career Pathways

- Contract and Vendor Management
- Emerging Technology Synthesis
- Project Management
- Data Collection and Analytics
- Global Perspectives
- Risk Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

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Career Pathways

- Category, Sourcing, Tender and Contract Management (1 2 3 4 5 6 7)
- Tactical Buying (Spot Buy) (1 2 3 4 5 6 7)
- Vendor Management
- B Procurement Digitalisation/ Transformation (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement (1 2 3 4 5 6 7)
- A Sustainable Procurement (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Procurement Digitalisation/Transformation** — B Evolving Role
Job Purpose	Identify and implement technologies to improve the efficiency and effectiveness of the procurement operations and processes

Job Description

- Govern, define and lead the organisation's procurement technology roadmap in collaboration with the technology team to ensure utilisation of fit-for-purpose technologies
- Review existing systems and identify potential enhancements, recommending new developments in technology and best practices for the organisation
- Lead and promote the adoption of digital procurement systems and solutions within the organisation
- Ensure the implementation of procurement solutions are integrated and comply with the organsation's overall enterprise architecture
- Define and oversee the development of the organisation's procurement reports (e.g., spend analysis, contract cycle time and vendor performance), providing data insights for business decision making
- Define and oversee the organisation's procurement master data strategy to ensure constant usability of quality data for business consumption

Prime Skills

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Emerging Technology Synthesis
- Process Automation

Career Pathways

- Contract and Vendor Management
- Digital Procurement
- Global Perspectives
- Project Management
- Data Collection and Analytics
- Disruption Management
- Monitoring and Surveillance
- Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Procurement Digitalisation/Transformation** — B Evolving Role
Job Purpose	Identify and implement technologies to improve the efficiency and effectiveness of the procurement operations and processes

Job Description

- Govern, define and lead the organisation's procurement technology roadmap in collaboration with the technology team to ensure utilisation of fit-for-purpose technologies
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Prime Skills

- Risk Management
- Sustainable Procurement

Career Pathways

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management (1 2 3 4 5 6 7)	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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4 • Development Financial Institutions

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6 • Insurance • Takaful

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Strategic IT Operations

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Category, Sourcing, Tender and Contract Management (1 2 3 4 5 6 7)
- Tactical Buying (Spot Buy) (1 2 3 4 5 6 7)
- B Vendor Management (1 2 3 4 5 6 7)
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement (1 2 3 4 5 6 7)
- A Sustainable Procurement (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Procurement Governance and Continuous Improvement**
Job Purpose	Develop, implement and oversee a robust governance framework to ensure the organisation's procurement activities are aligned with best practices and regulatory requirements

Job Description

- Develop and implement the procurement policies, frameworks and processes based on the organisation's strategic direction, business priorities and industry best practices
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Prime Skills

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Monitoring and Surveillance
- Project Management

Career Pathways

- Contract and Vendor Management
- Emerging Technology Synthesis
- Operational Risk Management
- Quality Assurance
- Data Collection and Analytics
- Global Perspectives
- Process Automation
- Regulatory Compliance

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Prime Skills

- Research and Information Synthesis
- Sustainable Procurement

Career Pathways

- Risk Governance
- Risk Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways:

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	Finance Policy Management	Tax Management	Finance Operations (1 2 3 4 5 6 7)	Shared Services and 3rd Party Ecosystems (1 2 3 4 5 6 7)	

Legend: A Emerging Role | B Evolving Role

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Career Pathways

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- B — Procurement Digitalisation/ Transformation (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement
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Legend: A Emerging Role | B Evolving Role

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Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Sustainable Procurement** — (A) Emerging Role
Job Purpose	Integrate ESG principles into the organisation's procurement practice, fostering a culture of ethical and responsible sourcing within the organisation

Job Description

- Collaborate with relevant stakeholders (e.g., sustainability, risk and business functions) to develop and implement ESG criteria for procurement (e.g., vendor selection process)
- Serve as Subject Matter Expert to :
  - Provide inputs for sourcing evaluation from an ESG perspective, collaborating with the category management sourcing team
  - Conduct vendor assessments and audits to ensure compliance with sustainability standards and identify areas for improvement, collaborating with the vendor management team
  - Drive awareness for sustainable procurement within the organisation, including conducting workshops and training sessions, collaborating with the procurement governance and continuous improvement team

Prime Skills

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Monitoring and Surveillance
- Research and Information Synthesis
- Contract and Vendor Management
- Emerging Technology Synthesis
- Project Management
- Sustainable Procurement

Career Pathways

- Data Collection and Analytics
- Global Perspectives
- Quality Assurance

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Sustainable Procurement** — A Emerging Role
Job Purpose	Integrate ESG principles into the organisation's procurement practice, fostering a culture of ethical and responsible sourcing within the organisation

Job Description

- Collaborate with relevant stakeholders (e.g., sustainability, risk and business functions) to develop and implement ESG criteria for procurement (e.g., vendor selection process)
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  - Drive awareness for sustainable procurement within the organisation, including conducting workshops and training sessions, collaborating with the procurement governance and continuous improvement team

Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Career Pathways

Legend: A Emerging Role | B Evolving Role

Back to Supply Chain and Procurement Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Sustainable Procurement** — A Emerging Role
Job Purpose	Integrate ESG principles into the organisation's procurement practice, fostering a culture of ethical and responsible sourcing within the organisation

Job Description

- Collaborate with relevant stakeholders (e.g., sustainability, risk and business functions) to develop and implement ESG criteria for procurement (e.g., vendor selection process)
- Serve as Subject Matter Expert to :
  - Provide inputs for sourcing evaluation from an ESG perspective, collaborating with the category management sourcing team
  - Conduct vendor assessments and audits to ensure compliance with sustainability standards and identify areas for improvement, collaborating with the vendor management team
  - Drive awareness for sustainable procurement within the organisation, including conducting workshops and training sessions, collaborating with the procurement governance and continuous improvement team

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management (1 2 3 4 5 6 7)
- Tactical Buying (Spot Buy) (1 2 3 4 5 6 7)
- B Vendor Management (1 2 3 4 5 6 7)
- B Procurement Digitalisation/ Transformation (1 2 3 4 5 6 7)
- Procurement Governance and Continuous Improvement (1 2 3 4 5 6 7)
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

Back to Supply Chain and Procurement Management Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Supply Chain and Procurement Management**
Job Role	**Sustainable Procurement** — A Emerging Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Supply Chain and Procurement Management Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
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   Digital Takaful

Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- **People Advisory and Solutions**
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within People Advisory and Solutions Job Cluster

People Strategy (1 2 3 4 5 6 7)	B Organisational Design and Workforce Management (1 2 3 4 5 6 7)	B HR Business Advisory (1 2 3 4 5 6 7)	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development (1 2 3 4 5 6 7)	
Leadership Development and Succession Planning (1 2 3 4 5 6 7)	A Career Advisory (1 2 3 4 5 6 7)	Workforce Mobility (1 2 3 4 5 6 7)	A Digital Transformation and Adoption (1 2 3 4 5 6 7)	A Workforce Analytics (1 2 3 4 5 6 7)	HR Operations (Shared Services) (1 2 3 4 5 6 7)	
Employee Relations, Industrial Relations and Governance (1 2 3 4 5 6 7)	Compensation and Benefits (1 2 3 4 5 6 7)	Talent Sourcing and Recruitment (1 2 3 4 5 6 7)	Performance Management (1 2 3 4 5 6 7)			

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**People Strategy**
Job Purpose	Drive and execute people strategies and initiatives to assist in the organisation's growth and talent management

Job Description

- Develop HR strategies and initiatives in accordance with organisational strategic direction, regulatory requirements and ESG agenda
- Develop digital transformation strategies and initiatives within the HR function
- Collaborate with business units and HR Centre of Excellence (CoE) teams to develop HR implementation plans and policies to meet talent requirements and elevate employees' experiences
- Develop and lead initiatives to improve employee's experiences, including conducting employee journey mapping, user research and analysis, and experience design and optimisation
- Leverage analytics and research to identify industry and workforce trends, and propose innovative solutions to management and HR CoE teams
- Develop and maintain HR risk policies and procedures to align with changing regulations, and mitigate people-related risks
- Define and embed key elements of Employee Value Proposition (EVP; e.g., career growth, culture and purpose, flexible work arrangement) into HR practices, policies and procedures and align them with organisational culture, values and goals
- Establish comprehensive employer branding strategy aligning with the organisational objectives and EVP
- Manage financial aspects of all HR initiatives and ensure budgetary compliance and cost-effectiveness

Prime Skills

- Business Performance Management
- Contract and Vendor Management
- Disruption Management
- Employee Performance Management

Career Pathways

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Engagement Management
- Employer Branding
- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Employee Experience Design
- Global Perspectives

Click here to view the Power Skills required for all job roles.

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Job Cluster	**People Advisory and Solutions**
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Prime Skills

- Internal Governance
- Organisational Culture Development
- Risk Management
- Workforce Planning

Career Pathways

- Learning Management
- Organisational Design
- Scenario Planning and Analysis
- Mergers and Acquisitions
- Project Management
- Succession Planning

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
Branch Service	**Business Coaching and Training** (4)
Customer Service	Complaints Management
Digital Service	Customer Experience
Relationship Management	Community Partnership
Financial Advisory	Quality Assurance
Investment Advisory and Execution	

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**People Strategy**
Job Purpose	Drive and execute people strategies and initiatives to assist in the organisation's growth and talent management

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- B — Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- B — HR Business Advisory (1 2 3 4 5 6 7)
- A — Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- Career Advisory
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- **Performance Management** (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
Job Purpose	Develop and implement strategies and initiatives related to enhancing the organisational structure and workforce tasks

Job Description

- Review and advise on organisational effectiveness, based on organisational design principles (e.g., span of control, job grading) and regulatory requirements
- Develop an effective organisational structure, based on, current diagnostics from business and support functions as well as future business demands
- Design and manage innovative workforce models to optimise permanent employees, gig workers and freelancers (e.g., agile organisation, teaming)
- Design and implement strategies to incorporate gig workers or hybrid workforce into the organisation
- Identify fit-for-purpose talents for the organisational structure with assistance from business units
- Develop change adoption plans for business units to adopt a new organisational structure
- Monitor the labour cost and ensure alignment with business revenue and budgetary constraints

Prime Skills

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Global Perspectives
- Organisational Design
- Continuous Improvement and Process Re-Engineering
- Employee Engagement Management
- Mergers and Acquisitions
- Project Management

Career Pathways

- Data Collection and Analytics
- Employee Experience Design
- Organisational Culture Development
- Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
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Prime Skills

- Risk Management
- Scenario Planning and Analysis

Career Pathways

- Workforce Planning

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
Job Purpose	Develop and implement strategies and initiatives related to enhancing the organisational structure and workforce tasks

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Branch Service
- Customer Service
- Digital Service
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution

Career Pathways

- **Business Coaching and Training** — 4
- Complaints Management
- Customer Experience
- Community Partnership
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
Job Purpose	Develop and implement strategies and initiatives related to enhancing the organisational structure and workforce tasks

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	**Third Party Management** 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy (1 2 3 4 5 6 7)	Organisation Design and Workforce Management	B HR Business Advisory (1 2 3 4 5 6 7)	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development (1 2 3 4 5 6 7)
Leadership Development and Succession Planning (1 2 3 4 5 6 7)	Career Advisory	Workforce Mobility (1 2 3 4 5 6 7)	Digital Transformation and Adoption	A Workforce Analytics (1 2 3 4 5 6 7)	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
Job Purpose	Develop and implement strategies and initiatives related to enhancing the organisational structure and workforce tasks

Job Description

- Review and advise on organisational effectiveness, based on organisational design principles (e.g., span of control, job grading) and regulatory requirements
- Develop an effective organisational structure, based on, current diagnostics from business and support functions as well as future business demands
- Design and manage innovative workforce models to optimise permanent employees, gig workers and freelancers (e.g., agile organisation, teaming)
- Design and implement strategies to incorporate gig workers or hybrid workforce into the organisation
- Identify fit-for-purpose talents for the organisational structure with assistance from business units
- Develop change adoption plans for business units to adopt a new organisational structure
- Monitor the labour cost and ensure alignment with business revenue and budgetary constraints

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment — 1 2 3 4 5 6 7
- Performance Management — 1 2 3 4 5 6 7

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Organisational Design and Workforce Management** — B Evolving Role
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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**HR Business Advisory** — B Evolving Role
Job Purpose	Serve as HR strategic advisor to ensure both business and employee needs are met

Job Description

- Provide tailored and timely advice to business leaders and units on HR matters and identified gaps
- Assist in HR policy development and deployment to respective business units in accordance with regulatory requirements
- Facilitate business consultation and change adoption on HR policies, programmes, processes and systems
- Provide tailored advice to talents and business units for possible workforce mobility
- Facilitate engagements on Individual Development Plan (IDP) with business units
- Leverage data analytics to measure HR initiatives' impact on business outcomes and define areas for improvement
- Collaborate with business units to translate business needs and strategies by leveraging HR CoEs
- Maintain the balance between the needs of business and needs of employees

Prime Skills

Business Performance Management	Data Collection and Analytics	Employee Experience Design	Industrial Relations
Business Planning and Needs Analysis	Data Storytelling and Visualisation	Employee Performance Management	Learning Management

Career Pathways

Continuous Improvement and Process Re-Engineering	Employee Engagement Management	Global Perspectives	Onboarding and Offboarding

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**People Advisory and Solutions**
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Prime Skills

- Organisational Design
- Scenario Planning and Analysis
- Project Management
- Succession Planning

Career Pathways

- Risk Management
- Workforce Planning

Click here to view the Power Skills required for all job roles.

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5. Digital Banking
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   - Takaful
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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
Branch Service	**Business Coaching and Training** 4
Customer Service	Complaints Management
Digital Service	Customer Experience
Relationship Management	Community Partnership
Financial Advisory	Quality Assurance
Investment Advisory and Execution	

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- People Strategy (1 2 3 4 5 6 7)
- B Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- HR Business Advisory
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- A Workforce Analytics (1 2 3 4 5 6 7)
- HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Takaful
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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Employee Relations, Industrial Relations and Governance** — 1 2 3 4 5 6 7
- **Compensation and Benefits**
- **Talent Sourcing and Recruitment** — 1 2 3 4 5 6 7
- **Performance Management** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Sustainability and Employee Wellbeing** — (A) Emerging Role
Job Purpose	Foster diverse and inclusive workforce to promote employee wellbeing

Job Description

- Incorporate sustainability principles into HR policies and translate the policies into day-to-day practices
- Develop and execute sustainability activities and initiatives focusing on employee wellbeing and promote a healthy work-life balance
- Monitor effectiveness of sustainability initiatives on employee wellbeing and define areas for improvement
- Advocate sustainability campaigns to raise awareness and foster diversity, equity and inclusion
- Collaborate with the sustainability function to develop and implement sustainability strategies across the organisation
- Ensure workplace safety by adopting best practices, conduct regular safety audits and comply with health and safety regulations

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Organisational Culture Development
- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Global Perspectives
- Project Management

Career Pathways

- Contract and Vendor Management
- Employee Engagement Management
- Industrial Relations
- Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Job Cluster	**People Advisory and Solutions**
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Prime Skills

Risk Management

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Cluster	**People Advisory and Solutions**
Job Role	**Sustainability and Employee Wellbeing** — A Emerging Role
Job Purpose	Foster diverse and inclusive workforce to promote employee wellbeing

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- Sustainability and Employee Wellbeing
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- **Performance Management** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | **Branding, Marketing and Communications** | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

B Corporate Communications (1 2 3 4 5 6 7)	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role B Evolving Role

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5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

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Job Cluster	**People Advisory and Solutions**
Job Role	**Sustainability and Employee Wellbeing** — A Emerging Role
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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | **Branding, Marketing and Communications** | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	B Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity Management	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Culture and People Engagement**
Job Purpose	Create an engaging and supportive work culture to enhance employee productivity, engagement and satisfaction

Job Description

- Collaborate with business leaders to identify and develop the organisation's workplace culture (e.g., ethical workplace) and code of conduct for enhanced workplace productivity and integrity
- Collaborate with business leaders to identify key behaviours to promote or address, aligning with business strategy
- Collaborate with HR CoEs and learning and development team to develop and execute initiatives to drive target behaviours
- Conduct culture assessments and surveys to measure the organisation's cultural health and identify areas for improvement

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Organisational Culture Development

Career Pathways

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Global Perspectives
- Project Management
- Contract and Vendor Management
- Employee Engagement Management
- Mergers and Acquisitions
- Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Culture and People Engagement**
Job Purpose	Create an engaging and supportive work culture to enhance employee productivity, engagement and satisfaction

Job Description

- Collaborate with business leaders to identify and develop the organisation's workplace culture (e.g., ethical workplace) and code of conduct for enhanced workplace productivity and integrity
- Collaborate with business leaders to identify key behaviours to promote or address, aligning with business strategy
- Collaborate with HR CoEs and learning and development team to develop and execute initiatives to drive target behaviours
- Conduct culture assessments and surveys to measure the organisation's cultural health and identify areas for improvement

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Market Conduct Surveillance	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement	Learning and Development (1 2 3 4 5 6 7)
Business and Operations Audit	A Career Advisory (1 2 3 4 5 6 7)	Workforce Mobility (1 2 3 4 5 6 7)	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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   - Islamic Investment Banking
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Prime Skills

Job Clusters and Job Roles

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** — 1 2 3 4 5 6 7
- **Performance Management** — 1 2 3 4 5 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Career Pathways

B Corporate Communications (1 2 3 4 5 6 7)	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Prime Skills

Job Clusters and Job Roles

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B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	B Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Learning and Development**
Job Purpose	Establish learning and development strategies and initiatives to upskill talent for organisational success

Job Description

- Define critical skills for the organisation's various role requirements
- Discuss potential career pathways with business units, based on job requirements and skills
- Leverage the learning experience platform (LXP) to curate hyper-personalised learning journeys via the 70:20:10 learning model
- Collaborate with other departments within the organisation to curate specific learning contents and courses
- Monitor effectiveness of capacity-building programmes and initiatives

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Onboarding and Offboarding
- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Global Perspectives
- Organisational Culture Development

Career Pathways

- Contract and Vendor Management
- Employee Engagement Management
- Learning Management
- Project Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

- **Research and Information Synthesis**
- **Risk Management**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- People Strategy
- B Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- B HR Business Advisory (1 2 3 4 5 6 7)
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment (1 2 3 4 5 6 7)
- Performance Management (1 2 3 4 5 6 7)

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Career Pathways

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B **Shariah Advisory and Research** 1 2 3 4 5 6 7

Shariah Committee Secretariat 1 2 3 4 5 6 7

B **Shariah Talent Development** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Leadership Development and Succession Planning**
Job Purpose	Drive and establish leadership development and succession planning strategies to build a strong pipeline of future leaders

Job Description

- Collaborate with relevant stakeholders (e.g., learning and development) to develop leadership programmes and interventions for the leadership/management team
- Identify with the leadership/management team suitable talents for key leadership positions
- Manage succession planning process, including identifying competency gaps, developing succession roadmap and conducting regular follow-ups

Prime Skills

Business Planning and Needs Analysis	Data Collection and Analytics	Employee Experience Design	Organisational Culture Development
Continuous Improvement and Process Re-Engineering	Data Storytelling and Visualisation	Global Perspectives	Project Management

Career Pathways

Contract and Vendor Management	Employee Engagement Management	Learning Management	Research and Information Synthesis

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Prime Skills

- Risk Management
- Scenario Planning and Analysis

Career Pathways

- Succession Planning

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Business Coaching and Training 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways				
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Job Cluster	**People Advisory and Solutions**
Job Role	**Career Advisory** — (A) Emerging Role
Job Purpose	Provide career advisory services to support employee's career journey

Job Description

- Provide career planning and development advice, including career mobility
- Coordinate with business units to support talent mobility across departments within and across different geographical locations
- Support the Learning and Development (L&D) team in developing potential career pathways for employees

Prime Skills

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Global Perspectives
- Risk Management
- Continuous Improvement and Process Re-Engineering
- Employee Engagement Management
- Learning Management
- Scenario Planning and Analysis

Career Pathways

- Data Collection and Analytics
- Employee Experience Design
- Project Management
- Succession Planning

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Prime Skills

Workforce Planning

Career Pathways

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Job Clusters and Job Roles

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Prime Skills	Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Career Pathways	**Business Coaching and Training** (4)	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

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7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Career Advisory** — A Emerging Role
Job Purpose	Provide career advisory services to support employee's career journey

Job Description

- Provide career planning and development advice, including career mobility
- Coordinate with business units to support talent mobility across departments within and across different geographical locations
- Support the Learning and Development (L&D) team in developing potential career pathways for employees

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	B HR Business Advisory (1 2 3 4 5 6 7)	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development (1 2 3 4 5 6 7)
Leadership Development and Succession Planning (1 2 3 4 5 6 7)	Career Advisory	Workforce Mobility (1 2 3 4 5 6 7)	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
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Job Clusters and Job Roles

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment (1 2 3 4 5 6 7)
- Performance Management (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Islamic Investment Banking
4. Development Financial Institutions
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   - Takaful
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   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Workforce Mobility**
Job Purpose	Develop workforce mobility strategies to provide talent with career opportunities and facilitate their career movements

Job Description

- Develop comprehensive strategies, policies, processes and tools for workforce mobility (i.e., local and international) that are aligning with business strategies and priorities
- Facilitate the talent mobility process, including immigration requirements, relocation and remote working
- Manage talent mobility with business units within/across different countries
- Evaluate financial implications of career mobility to the organisation (e.g., cost benefit analysis)
- Manage outplacement services and provide necessary support and resources to employees during job transitions

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Onboarding and Offboarding

Career Pathways

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Global Perspectives
- Project Management
- Contract and Vendor Management
- Employee Engagement Management
- Learning Management
- Regulatory Compliance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- **Risk Management**
- **Scenario Planning and Analysis**

Career Pathways

- **Succession Planning**

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Career Pathways	**Business Coaching and Training** 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)
Learning and Development (1 2 3 4 5 6 7)				
Leadership Development and Succession Planning (1 2 3 4 5 6 7)	A Career Advisory (1 2 3 4 5 6 7)	Workforce Mobility	Digital Transformation and Adoption	A Workforce Analytics (1 2 3 4 5 6 7)
HR Operations (Shared Services) (1 2 3 4 5 6 7)				

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: (A) Emerging Role (B) Evolving Role

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3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — (A) Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

- Conduct needs assessment within the HR department to identify specific HR processes and areas where digital technologies can have the most significant impact
- Collaborate with the digital and/or IT department to identify suitable HR technology solutions as well as maintain existing HR technologies (e.g., HRMS) for the organisation and employees and ensure people-first digital adoption
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- Promote use of self-service HR portals and technology platforms that empower employees to access HR information and resolve queries independently

Prime Skills

Business Planning and Needs Analysis	Data Cleansing and Warehousing	Emerging Technology Synthesis	Global Perspectives
Continuous Improvement and Process Re-Engineering	Data Collection and Analytics	Employee Engagement Management	Project Management

Career Pathways

Contract and Vendor Management	Data Storytelling and Visualisation	Employee Experience Design	Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — (A) Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

- Conduct needs assessment within the HR department to identify specific HR processes and areas where digital technologies can have the most significant impact
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Prime Skills

- Risk Management
- Scenario Planning and Analysis

Career Pathways

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Know Your Customer (KYC)/Customer Due Diligence (CDD)
- Client/Account Management
- Business Process Support
- Branch Operations
- Customer Service Support
- Collection Operations
- Underwriter
- Risk Surveyor/ Engineering
- Policy Management
- Claims Management
- Claims Adjuster/ Claims Investigation
- **Third Party Management** (6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

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Career Pathways:

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B Project Management and Change Experience (1 2 3 4 5 6 7)
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

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Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways					
Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Career Pathways	Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	**Database Administration** (1 2 3 4 6)	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	**Access Management** (1 2 3 4 5 6 7)	**Transformation and IT Project Management** (1 2 3 4 5 6 7)	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — (A) Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

- Conduct needs assessment within the HR department to identify specific HR processes and areas where digital technologies can have the most significant impact
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Strategic IT Operations

Career Pathways

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

People Strategy | Organisation Design and Workforce Management | HR Business Advisory | Sustainability and Employee Wellbeing | Culture and People Engagement | Learning and Development

Career Pathways

Leadership Development and Succession Planning | Career Advisory | Workforce Mobility | Digital Transformation and Adoption | A Workforce Analytics (1 2 3 4 5 6 7) | HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Digital Transformation and Adoption** — A Emerging Role
Job Purpose	Drive digital transformation strategies and initiatives to streamline HR processes and enhance employee experience

Job Description

- Conduct needs assessment within the HR department to identify specific HR processes and areas where digital technologies can have the most significant impact
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Workforce Analytics** — (A) Emerging Role
Job Purpose	Develop and implement data analytics capabilities to guide HR-related decision-making and organisational performance

Job Description

- Engage with HR leaders to define critical datasets for workforce planning and management
- Utilise statistical analysis, data visualisation tools and AI-driven analytics to effectively identify trends, correlations and opportunities within workforce data, including workforce productivity levels and performance
- Establish HR dashboards and reports to communicate key HR metrics and insights to leadership team and stakeholders
- Provide strategic insights to enhance Employee Value Proposition (EVP), workforce planning, talent development and overall organisational effectiveness

Prime Skills

- Artificial Intelligence (AI) Management
- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Global Perspectives
- Big Data Analytics
- Data Cleansing and Warehousing
- Employee Engagement Management
- Predictive Modelling

Career Pathways

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Project Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Workforce Analytics** — (A) Emerging Role
Job Purpose	Develop and implement data analytics capabilities to guide HR-related decision-making and organisational performance

Job Description

- Engage with HR leaders to define critical datasets for workforce planning and management
- Utilise statistical analysis, data visualisation tools and AI-driven analytics to effectively identify trends, correlations and opportunities within workforce data, including workforce productivity levels and performance
- Establish HR dashboards and reports to communicate key HR metrics and insights to leadership team and stakeholders
- Provide strategic insights to enhance Employee Value Proposition (EVP), workforce planning, talent development and overall organisational effectiveness

Prime Skills

- Research and Information Synthesis
- Risk Management

Career Pathways

- Workforce Planning

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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Leadership Development and Succession Planning 1 2 3 4 5 6 7	Career Advisory	**Workforce Mobility** 1 2 3 4 5 6 7	Digital Transformation and Adoption	Workforce Analytics	**HR Operations (Shared Services)** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- **Compensation and Benefits** — 1 2 3 4 5 6 7
- **Talent Sourcing and Recruitment** — 1 2 3 4 5 6 7
- **Performance Management** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing
- Market Research and Customer Insights (1 2 3 4 5 6 7)
- Product Marketing
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Career Pathways

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** — 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**HR Operations (Shared Services)**
Job Purpose	Establish HR-related processes and procedures to optimise overall effectiveness and efficiency of HR functionality

Job Description

- Conduct diagnosis of HR-related processes and procedures with key stakeholders to identify bottlenecks within HR value chain
- Establish a service management framework that incorporates service quality standards, service level agreements and service excellence metrics
- Assist employees in administrative and transactional activities of HR policies and procedures (e.g., payroll, benefits)

Prime Skills

Business Planning and Needs Analysis	Data Cleansing and Warehousing	Employee Engagement Management	Onboarding and Offboarding
Continuous Improvement and Process Re-Engineering	Data Collection and Analytics	Employee Experience Design	Project Management

Career Pathways

Contract and Vendor Management	Data Storytelling and Visualisation	Global Perspectives	Regulatory Compliance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Risk Governance
- Risk Management

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy (1 2 3 4 5 6 7)
- B Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- B HR Business Advisory (1 2 3 4 5 6 7)
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- A Digital Transformation and Adoption (1 2 3 4 5 6 7)
- A Workforce Analytics (1 2 3 4 5 6 7)
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Employee Relations, Industrial Relations and Governance** — 1 2 3 4 5 6 7
- **Compensation and Benefits** — 1 2 3 4 5 6 7
- **Talent Sourcing and Recruitment** — 1 2 3 4 5 6 7
- **Performance Management** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Employee Relations, Industrial Relations and Governance**
Job Purpose	Foster a harmonious work environment, resolve conflicts and positive morale to promote employee engagement and satisfaction

Job Description

- Develop and execute strategies and initiatives to foster harmony, productivity and morale of the employees
- Manage disciplinary issues, misconduct cases, employee grievances and performance issues, and propose appropriate resolutions
- Identify and synthesise information required to support union and employee negotiations
- Advise business functions on local employment laws and regulations, where necessary
- Facilitate Fit and Proper Assessment of employees with respective business functions

Prime Skills

Business Planning and Needs Analysis	Data Collection and Analytics	Employee Experience Design	Industrial Relations
Continuous Improvement and Process Re-Engineering	Data Storytelling and Visualisation	Employee Performance Management	Internal Governance

Career Pathways

Contract and Vendor Management	Employee Engagement Management	Global Perspectives	Onboarding and Offboarding

Click here to view the Power Skills required for all job roles.

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Prime Skills

Career Pathways

- **Project Management**
- **Risk Governance**
- **Regulatory Compliance**
- **Risk Management**
- **Research and Information Synthesis**
- **Scenario Planning and Analysis**

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- People Strategy
- Organisation Design and Workforce Management
- B HR Business Advisory (1 2 3 4 5 6 7)
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment — 1 2 3 4 5 6 7
- Performance Management — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**People Advisory and Solutions**
Job Role	**Compensation and Benefits**
Job Purpose	Develop comprehensive rewards strategy to attract and retain talent

Job Description

- Determine appropriate reward structure (i.e., monetary and non-monetary) with business units, based on business performance and benchmarks, in accordance with regulatory requirements
- Collaborate with business units and workplace recognition team to develop appropriate Benefit-In-Kind (BIK), based on business revenue and Employee Value Proposition (EVP)
- Review and adjust reward structure to reflect market trends and maintain internal equity

Prime Skills

- Business Planning and Needs Analysis
- Contract and Vendor Management
- Data Storytelling and Visualisation
- Employee Performance Management

Career Pathways

- Compensation and Benefits
- Data Cleansing and Warehousing
- Employee Engagement Management
- Global Perspectives

- Continuous Improvement and Process Re-Engineering
- Data Collection and Analytics
- Employee Experience Design
- Project Management

Click here to view the Power Skills required for all job roles.

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Job Description

- Determine appropriate reward structure (i.e., monetary and non-monetary) with business units, based on business performance and benchmarks, in accordance with regulatory requirements
- Collaborate with business units and workplace recognition team to develop appropriate Benefit-In-Kind (BIK), based on business revenue and Employee Value Proposition (EVP)
- Review and adjust reward structure to reflect market trends and maintain internal equity

Prime Skills

- Research and Information Synthesis
- Risk Management

Career Pathways

- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Compensation and Benefits**
Job Purpose	Develop comprehensive rewards strategy to attract and retain talent

Job Description

- Determine appropriate reward structure (i.e., monetary and non-monetary) with business units, based on business performance and benchmarks, in accordance with regulatory requirements
- Collaborate with business units and workplace recognition team to develop appropriate Benefit-In-Kind (BIK), based on business revenue and Employee Value Proposition (EVP)
- Review and adjust reward structure to reflect market trends and maintain internal equity

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	B Organisation Design and Workforce Management (1 2 3 4 5 6 7)	B HR Business Advisory (1 2 3 4 5 6 7)	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development (1 2 3 4 5 6 7)
Leadership Development and Succession Planning	A Career Advisory (1 2 3 4 5 6 7)	Workforce Mobility (1 2 3 4 5 6 7)	Digital Transformation and Adoption	A Workforce Analytics (1 2 3 4 5 6 7)	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management (1 2 3 4 5 6 7)

Career Pathways

Legend: A Emerging Role | B Evolving Role

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5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Talent Sourcing and Recruitment**
Job Purpose	Identify and acquire skilled talents to meet the organisation's goals and needs

Job Description

- Develop recruitment and onboarding strategies to source potential candidates, including gig, remote and hybrid workers through various channels (e.g., LinkedIn, Oracle, Workday)
- Advise hiring managers on the principles of fair and unbiased employment selection practices
- Collaborate with service providers to conduct employment screening of potential candidates
- Utilise data and analytics to monitor the effectiveness of sourcing strategies and propose improvements to build the talent pipeline
- Manage employee onboarding and induction process for smooth transition into the organisation

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Employee Experience Design
- Onboarding and Offboarding

Career Pathways

- Continuous Improvement and Process Re-Engineering
- Data Storytelling and Visualisation
- Employer Branding
- Project Management
- Contract and Vendor Management
- Employee Engagement Management
- Global Perspectives
- Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Job Cluster	**People Advisory and Solutions**
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- Manage employee onboarding and induction process for smooth transition into the organisation

Prime Skills

Risk Management

Talent Acquisition and Recruitment

Career Pathways

Workforce Planning

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Career Pathways	**Business Coaching and Training** 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy (1 2 3 4 5 6 7)
- B Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- B HR Business Advisory (1 2 3 4 5 6 7)
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- A Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- A Workforce Analytics (1 2 3 4 5 6 7)
- HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- **Compensation and Benefits** (1 2 3 4 5 6 7)
- Talent Sourcing and Recruitment
- **Performance Management** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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   - Takaful
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   - Digital Takaful

Job Cluster	**People Advisory and Solutions**
Job Role	**Performance Management**
Job Purpose	Establish effective strategies and policies to measure workforce capabilities against business needs

Job Description

- Develop performance management strategies and policies with key stakeholders (e.g., business leaders, learning and development team)
- Identify areas for improvements and develop solutions to enhance overall performance
- Oversee the execution of the performance management cycle with business units (e.g., individual performance KPI setting, mid-year review, year-end evaluation and calibration, promotion)
- Collaborate with business leaders for cascade of business KPIs in each business unit

Prime Skills

- Business Performance Management
- Data Collection and Analytics
- Employee Experience Design
- Organisational Culture Development

Career Pathways

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Employee Performance Management
- Project Management
- Continuous Improvement and Process Re-Engineering
- Employee Engagement Management
- Global Perspectives
- Risk Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Branch Service	Customer Service	Digital Service	Relationship Management	Financial Advisory	Investment Advisory and Execution
Career Pathways	**Business Coaching and Training** 4	Complaints Management	Customer Experience	Community Partnership	Quality Assurance	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- People Strategy (1 2 3 4 5 6 7)
- B — Organisation Design and Workforce Management (1 2 3 4 5 6 7)
- B — HR Business Advisory (1 2 3 4 5 6 7)
- A — Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning (1 2 3 4 5 6 7)
- A — Career Advisory (1 2 3 4 5 6 7)
- Workforce Mobility (1 2 3 4 5 6 7)
- Digital Transformation and Adoption
- A — Workforce Analytics (1 2 3 4 5 6 7)
- HR Operations (Shared Services) (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**People Advisory and Solutions**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Employee Relations, Industrial Relations and Governance** — 1 2 3 4 5 6 7
- **Compensation and Benefits** — 1 2 3 4 5 6 7
- **Talent Sourcing and Recruitment** — 1 2 3 4 5 6 7
- **Performance Management**

Legend: A Emerging Role | B Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- **Branding, Marketing and Communications**
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Branding, Marketing and Communications Job Cluster

B Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing	
Product Marketing	Market Research and Customer Insights	A Marketing Technology	B Corporate Events Management	A Multimedia Design		

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

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6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Branding, Marketing and Communications**
Job Role	**Corporate Communications** — B Evolving Role
Job Purpose	Develop and execute the organisation's internal and external communication strategies

Job Description

- Lead the execution, alignment and monitoring of internal and external communications across the function, aligning with the overall organisation communication strategy
- Ensure tonality, branding, sensitivity and confidentiality of all communications align with the organisation's values and direction
- Work with stakeholders to leverage data to formulate strategies to drive buy-in and increase awareness and outreach of key messages
- Develop partnerships with stakeholders and suggest new avenues or engagement groups for collaboration to enable better understanding of public perceptions and sentiments on the ground
- Develop the narrative structure and content for publications by the organisation (e.g., annual reports, sustainability reports, quarterly reports and investment reports)
- Develop crisis communication plans and assist in managing communications during critical situations, collaborating with other roles within the function:
  - Branding
  - Marketing
  - External Communications, PR and Media Relations
  - Internal Communications and Engagement

Prime Skills

- Brand Management
- Data Storytelling and Visualisation
- Product Branding
- Research and Information Synthesis
- Content Strategy and Development
- Employer Branding
- Project Management
- Scenario Planning and Analysis

Career Pathways

- Data Collection and Analytics
- Global Perspectives
- Public Relations Management

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Corporate Communications** — B Evolving Role
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  - Marketing
  - External Communications, PR and Media Relations
  - Internal Communications and Engagement

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development	
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)	

Legend: A Emerging Role | B Evolving Role

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  - External Communications, PR and Media Relations
  - Internal Communications and Engagement

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

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  - Marketing
  - External Communications, PR and Media Relations
  - Internal Communications and Engagement

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- Branding (1 2 3 4 5 6 7)
- External Communications, PR and Media Relations (1 2 3 4 5 6 7)
- Internal Communications and Engagement (1 2 3 4 5 6 7)
- Marketing Strategy
- Digital Marketing
- Product Marketing
- Market Research and Customer Insights
- Marketing Technology
- B Corporate Events Management (1 2 3 4 5 6 7)
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Corporate Communications** — B Evolving Role
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  - Marketing
  - External Communications, PR and Media Relations
  - Internal Communications and Engagement

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

Sustainability Strategy

B Sustainability Engagement and Reporting

1 2 3 4 5 6 7

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Branding**
Job Purpose	Craft and uphold the organisation's brand, ensuring a cohesive and impactful brand presence that fortifies the organisation's market stance and brand equity

Job Description

- Develop and refine the organisation's brand strategy to strengthen brand equity and market position
- Set brand guidelines to build consistent brand imagery across all brand properties and assets, as well as provide guidance and advisory to the organisation
- Implement initiatives to measure and enhance brand health, including the establishment of a brand health tracker to monitor brand performance and equity over time
- Identify and establish co-branding partnerships and alliances that align with the organisation's values and target markets
- Produce survey and market insights reports that inform strategic decisions and brand positioning efforts

Prime Skills

- Brand Management
- Data Collection and Analytics
- Employer Branding
- Marketing

Career Pathways

- Content Strategy and Development
- Data Storytelling and Visualisation
- Global Perspectives
- Product Branding
- Customer Profiling
- Employee Engagement Management
- Market Profiling
- Project Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Branding, Marketing and Communications**
Job Role	**Branding**
Job Purpose	Craft and uphold the organisation's brand, ensuring a cohesive and impactful brand presence that fortifies the organisation's market stance and brand equity

Job Description

- Develop and refine the organisation's brand strategy to strengthen brand equity and market position
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Prime Skills

Public Relations Management

Research and Information Synthesis

Career Pathways

Scenario Planning and Analysis

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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   - Islamic Investment Banking
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- B Corporate Communications (1 2 3 4 5 6 7)
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement (1 2 3 4 5 6 7)
- Marketing Strategy
- A Digital Marketing (1 2 3 4 5 6 7)

Career Pathways

- Product Marketing
- Market Research and Customer Insights
- Marketing Technology
- B Corporate Events Management (1 2 3 4 5 6 7)
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Sustainability Strategy

B **Sustainability Engagement and Reporting**

1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**External Communications, PR and Media Relations**
Job Purpose	Serves as the voice of the organisation, proactively shaping and promoting the organisation's public image and reputation

Job Description

- Develop and implement a media communications policy that outlines protocols for media engagement and message consistency
- Build and maintain strong relationships with media representatives and key stakeholders
- Facilitate effective communications with external stakeholders (e.g., government, investors, media and public), promoting effective communications of intended messages
- Develop and pitch stories to media and lead the range of media relations work such as managing media events, drafting speeches/media releases and managing media queries
- Develop and deliver media training programmes for the Executive Committee, preparing them for media interactions, interviews and public appearances
- Utilise media monitoring tools and share of voice to analyse data and provide insights to inform communication and engagement plans
- Oversee the selection and management of official spokespersons for the organisation, ensuring they represent the company's interests and values
- Identify and secure speaking opportunities for organisation's leaders at industry events, thought leadership forums, roundtable discussions and other relevant platforms

Prime Skills

- Brand Management
- Data Storytelling and Visualisation
- Product Branding
- Research and Information Synthesis

Career Pathways

- Content Strategy and Development
- Employer Branding
- Project Management
- Scenario Planning and Analysis
- Data Collection and Analytics
- Global Perspectives
- Public Relations Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- A — Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development

Career Pathways

- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**External Communications, PR and Media Relations**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- B **Corporate Communications** (1 2 3 4 5 6 7)
- **Branding** (1 2 3 4 5 6 7)
- **External Communications, PR and Media Relations**
- **Internal Communications and Engagement** (1 2 3 4 5 6 7)
- **Marketing Strategy**
- A **Digital Marketing** (1 2 3 4 5 6 7)

Career Pathways

- **Product Marketing**
- **Market Research and Customer Insights**
- **Marketing Technology**
- B **Corporate Events Management** (1 2 3 4 5 6 7)
- **Multimedia Design**

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Sustainability Strategy

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Internal Communications and Engagement**
Job Purpose	Plan, manage and execute internal communication campaigns and initiatives, aligning with the organisation's objective

Job Description

- Develop content for internal communications on multiple channels (e.g., intranet, staff app and newsletters) and formats (e.g., written, visual, video and audio communications)
- Collaborate with various internal stakeholders to ensure consistency in corporate narrative/messaging
- Analyse feedback from internal channels (e.g., surveys, suggestion boxes and social platforms) to gauge employees' sentiments and identify areas for improvement
- Work closely with the Executive Committee to create clear, impactful communication materials to provide updates and articulate the organisation's vision and strategic decisions
- Collaborate with HR to:
  - Communicate people culture and Corporate Social Responsibility initiatives
  - Organise internal events (e.g., townhalls and annual dinner)

Prime Skills

- Brand Management
- Data Storytelling and Visualisation
- Global Perspectives
- Public Relations Management

Career Pathways

- Content Strategy and Development
- Employee Engagement Management
- Product Branding
- Research and Information Synthesis
- Data Collection and Analytics
- Employer Branding
- Project Management
- Scenario Planning and Analysis

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

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Career Pathways

- Employee Relations, Industrial Relations and Governance
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- Performance Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Corporate Communications 1 2 3 4 5 6 7	Branding 1 2 3 4 5 6 7	External Communications, PR and Media Relations 1 2 3 4 5 6 7	Internal Communications and Engagement	Marketing Strategy	Digital Marketing	
Product Marketing	Market Research and Customer Insights	Marketing Technology	B Corporate Events Management 1 2 3 4 5 6 7	A Multimedia Design 1 2 3 4 5 6 7		

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Internal Communications and Engagement**
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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Sustainability Strategy

B **Sustainability Engagement and Reporting**

1 2 3 4 5 6 7

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Marketing Strategy**
Job Purpose	Develop and implement the organisation's marketing strategy, ensuring alignment with broader business goals and maintaining brand coherence across all initiatives

Job Description

- Develop and implement the organisation's overall marketing strategy
- Collaborate with various functions to integrate marketing strategies into broader business initiatives, ensuring a cohesive approach to market positioning and brand visibility that aligns with the organisation's overall marketing strategy
- Set and manage annual/half yearly/quarterly media strategy and planning principle, including utilisation of media budget
- Plan, manage and execute efficient use of advertising and promotional budgets to meet business objectives
- Ensure all marketing strategies, activities and collaterals adhere to industry regulations and ethical standards, maintaining governance and compliance throughout all initiatives

Prime Skills

Brand Management	Business Planning and Needs Analysis	Customer Experience Design	Data Storytelling and Visualisation
Budget Management	Content Strategy and Development	Customer Profiling	Employer Branding

Career Pathways

Business Opportunities Development	Customer Acquisition and Retention Management	Data Collection and Analytics	Global Perspectives

Click here to view the Power Skills required for all job roles.

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7. Digital Insurance
   - Digital Takaful

Job Cluster	**Branding, Marketing and Communications**
Job Role	**Marketing Strategy**
Job Purpose	Develop and implement the organisation's marketing strategy, ensuring alignment with broader business goals and maintaining brand coherence across all initiatives

Job Description

- Develop and implement the organisation's overall marketing strategy
- Collaborate with various functions to integrate marketing strategies into broader business initiatives, ensuring a cohesive approach to market positioning and brand visibility that aligns with the organisation's overall marketing strategy
- Set and manage annual/half yearly/quarterly media strategy and planning principle, including utilisation of media budget
- Plan, manage and execute efficient use of advertising and promotional budgets to meet business objectives
- Ensure all marketing strategies, activities and collaterals adhere to industry regulations and ethical standards, maintaining governance and compliance throughout all initiatives

Prime Skills

- Market Profiling
- Regulatory Compliance

Career Pathways

- Marketing
- Research and Information Synthesis
- Product Branding
- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

Back to Branding, Marketing and Communications Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B **Segment Strategy and Acquisition** 1 2 3 4 5 6 7

Industry Advisory and Solutions

Product Management 1 2 3 4 5 6 7

Product Development 1 2 3 4 5 6 7

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy
Product Marketing (1 2 3 4 5 6 7)	Market Research and Customer Insights	Marketing Technology	Corporate Events Management	Multimedia Design

A. Digital Marketing (1 2 3 4 5 6 7)

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   Digital Takaful

Job Cluster	**Branding, Marketing and Communications**
Job Role	**Digital Marketing**
Job Purpose	Develop digital marketing strategies to foster product acquisition through digital channels, collaborating with local markets to refine customers' digital experience with the brand, promoting customer acquisition and retention

Job Description

- Lead the organisation's social media marketing and advertising, social media coordination and content marketing activation
- Manage and enhance the organisation's digital presence, including the company website and social media platforms
- Lead the ideation, strategic planning and launch of effective marketing campaigns to achieve the organisation's business objectives, sales and financial targets
- Collaborate with local business units' marketing team to execute product marketing initiatives
- Support channel alignment on marketing campaign knowledge through effective campaign briefing and internal communications
- Drive product acquisition via digital channels (i.e., leads, applications and funding/approval) and support projects that drive business growth
- Enhance digital acquisition journey for all related products to improve business acquisition and customer experience
- Monitor marketing campaigns/digital acquisition initiatives and prepare reports on campaign performance and learnings to improve future campaigns

Prime Skills

Brand Management	Customer Acquisition and Retention Management	Customer Relationship Management	Employer Branding
Business Opportunities Development	Customer Experience Design	Data Collection and Analytics	Global Perspectives

Career Pathways

Content Strategy and Development	Customer Profiling	Data Storytelling and Visualisation	Market Profiling

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Prime Skills

- Marketing
- Public Relations Management
- Product Branding
- Research and Information Synthesis

Career Pathways

- Project Management
- Scenario Planning and Analysis

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Segment Strategy and Acquisition
- Industry Advisory and Solutions
- **Product Management** (1 2 3 4 5 6 7)
- **Product Development** (1 2 3 4 5 6 7)

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Career Pathways

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement (1 2 3 4 5 6 7)
- Marketing Strategy (1 2 3 4 5 6 7)
- Digital Marketing
- Product Marketing (1 2 3 4 5 6 7)
- Market Research and Customer Insights (1 2 3 4 5 6 7)
- A Marketing Technology (5 7)
- Corporate Events Management
- Multimedia Design

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Prime Skills

- Brand Management
- Customer Acquisition and Retention Management[1]
- Data Collection and Analytics
- Disruption Management

Career Pathways

- Business Opportunities Development[1]
- Customer Experience Design
- Data Storytelling and Visualisation
- Global Perspectives
- Content Strategy and Development
- Customer Profiling
- Demand and Supply Analysis[1]
- Market Profiling

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Prime Skills	**Marketing[2]**	**Pricing Strategy**	**Product Design and Development[1]**	**Sales Target Management[1]**
	Partnership Management[1]	**Product Advisory**	**Research and Information Synthesis**	**Scenario Planning and Analysis[1]**
Career Pathways	**Predictive Modelling[1]**	**Product Branding**	**Sales Strategy[1]**	**Shariah Compliance[1]**

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Prime Skills

Sustainable Insurance and Re-Insurance Solutions and Applications
(Applies to Insurance and Takaful sub-sectors only)

User Interface and User Experience Design

Career Pathways

Legend: [1]Does not apply to General Insurance and Takaful, [2]Does not apply to Life Insurance and Family Takaful

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Direct Sales (1 2 4 6)	Banca (1 2 4 6 7)	Banca Management (1 2 4 6 7)	Product Sales (1 2 3 4)	(B) Agency (6)
Broking (6)	Broking Management (6)	(B) Digital and Affinity (6 7)	Business Development (1 2 3 4 5)	Business Management (1 2 3 4 5)

Agency Management (6)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Branch Service
- Customer Service
- Digital Service
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management
- Customer Experience
- A Community Partnership (1 2 3 4 5 6 7)
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
Know Your Customer (KYC)/Customer Due Diligence (CDD)	Underwriter
Client/Account Management	Risk Surveyor/ Engineering
Business Process Support	Policy Management
Branch Operations	Claims Management
Customer Service Support	Claims Adjuster/ Claims Investigation
Collection Operations	Third Party Management

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- (B) **Project Management and Change Experience** — 1 2 3 4 5 6 7
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	**Marketing Strategy** 1 2 3 4 5 6 7
Product Marketing	**Market Research and Customer Insights** 1 2 3 4 5 6 7	A **Marketing Technology** 5 7	Corporate Events Management	Multimedia Design

Digital Marketing

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Market Research and Customer Insights**
Job Purpose	Provide analytical insights by leveraging advanced modelling and customer touch points data with the organisation

Job Description

- Utilise qualitative and quantitative research methods to conduct market research to understand industry trends, competitive landscape and customer behaviours
- Collaborate with external research agencies to identify customer insights (e.g., brand equity as well as brand and product preferences)
- Drive robust research designs and in-depth analysis, ensuring delivery of business objectives and influencing business/marketing decisions
- Manage recurring customer insight programmes, including customer satisfaction metrics and trends, as well as develop programmes to generate foresight
- Conduct analytical evaluation on direct/indirect marketing strategy across various sales channels (e.g., branches, agencies, outbound call centre and digital channels)

Prime Skills

Brand Management	Customer Acquisition and Retention Management	Data Collection and Analytics	Market Profiling
Business Opportunities Development	Customer Experience Design	Data Storytelling and Visualisation	Marketing

Career Pathways

Content Strategy and Development	Customer Profiling	Global Perspectives	Predictive Modelling

Click here to view the Power Skills required for all job roles.

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   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Branding, Marketing and Communications**
Job Role	**Market Research and Customer Insights**
Job Purpose	Provide analytical insights by leveraging advanced modelling and customer touch points data with the organisation

Job Description

- Utilise qualitative and quantitative research methods to conduct market research to understand industry trends, competitive landscape and customer behaviours
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- Manage recurring customer insight programmes, including customer satisfaction metrics and trends, as well as develop programmes to generate foresight
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Prime Skills

- Brand Management
- Research and Information Synthesis

Career Pathways

- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Segment Strategy and Acquisition** 1 2 3 4 5 6 7

Industry Advisory and Solutions

Product Management

Product Development

Click here to view the Power Skills required for all job roles.

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   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence (1 2 3 4 5 6 7)	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response	
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions	

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- Sustainability and Employee Wellbeing
- Culture and People Engagement
- Learning and Development
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- A Workforce Analytics (1 2 3 4 5 6 7)
- HR Operations (Shared Services)

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Marketing Technology** — (A) Emerging Role
Job Purpose	Utilise software applications to build, automate, track and improve marketing efforts

Job Description

- Identify and implement the suitable technology solutions to facilitate the organisation's marketing strategy
- Structure and develop marketing analytics software to monitor and collect data about different marketing efforts and interpret for valuable insights
- Implement lifecycle marketing tools to manage and improve customer relationships, monitor customer behaviours and facilitate personalised customer journeys
- Use data analytics to suggest ways to increase customer acquisition, demand generation and revenue

Prime Skills

- Brand Management
- Customer Experience Design
- Data Storytelling and Visualisation
- Market Profiling
- Content Strategy and Development
- Customer Profiling
- Emerging Technology Synthesis
- Marketing

Career Pathways

- Customer Acquisition and Retention Management
- Data Collection and Analytics
- Global Perspectives
- Product Branding

Click here to view the Power Skills required for all job roles.

Back to Branding, Marketing and Communications Overview

Sub-Sectors

Job Cluster	**Branding, Marketing and Communications**
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Prime Skills

- Research and Information Synthesis
- Scenario Planning and Analysis

Career Pathways

- Sales Strategy
- Shariah Compliance
- Sales Target Management
- User Interface and User Experience Design

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- (B) **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- (B) **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing

Career Pathways

- **Product Marketing** (1 2 3 4 5 6 7)
- **Market Research and Customer Insights** (1 2 3 4 5 6 7)
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Corporate Event Management** — B Evolving Role
Job Purpose	Plan, execute and manage corporate events, aligning with the organisation's brand, goals and objectives

Job Description

- Plan and coordinate a wide range of corporate events (e.g., broad retreats, conferences, townhalls and networking events)
- Establish and maintain relationships with event planning vendors, venues and external partners to secure favourable terms and high-quality services
- Analyse event performance against objectives and provide reports on engagements, attendance and return on investment (ROI)
- Collaborate with branding and marketing teams to ensure a consistent and cohesive brand experience across all events

Prime Skills

- Brand Management
- Data Collection and Analytics
- Global Perspectives
- Public Relations Management

Career Pathways

- Content Strategy and Development
- Data Storytelling and Visualisation
- Product Branding
- Scenario Planning and Analysis
- Customer Profiling
- Employer Branding
- Project Management

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Corporate Communications
- **Branding** (1 2 3 4 5 6 7)
- **External Communications, PR and Media Relations** (1 2 3 4 5 6 7)
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing
- Product Marketing
- Market Research and Customer Insights
- Marketing Technology
- Corporate Events Management
- A **Multimedia Design** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Sustainability Strategy

B **Sustainability Engagement and Reporting**

1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Multimedia Design** — (A) Emerging Role
Job Purpose	Produce appealing visuals and interactive media content that support the organisation's branding, marketing and communication efforts

Job Description

- Utilise media production tools and software to develop visuals for advertising and marketing communication (e.g., social posts, emailers, web materials and advertising materials), aligning with the organisation's brand strategy and messaging
- Collaborate with marketing, branding and communications teams to design project storyboards and effectively convey information in an accessible and engaging manner
- Develop and maintain a library of design assets, templates and brand elements to streamline the production process and ensure brand coherence

Prime Skills

- Brand Management
- Employer Branding
- Project Management

Career Pathways

- Content Strategy and Development
- Global Perspectives
- Public Relations Management
- Data Storytelling and Visualisation
- Product Branding

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Branding, Marketing and Communications**
Job Role	**Multimedia Design** — A Emerging Role
Job Purpose	Produce appealing visuals and interactive media content that support the organisation's branding, marketing and communication efforts

Job Description

- Utilise media production tools and software to develop visuals for advertising and marketing communication (e.g., social posts, emailers, web materials and advertising materials), aligning with the organisation's brand strategy and messaging
- Collaborate with marketing, branding and communications teams to design project storyboards and effectively convey information in an accessible and engaging manner
- Develop and maintain a library of design assets, templates and brand elements to streamline the production process and ensure brand coherence

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	Artificial Intelligence/ Machine Learning	Artificial Intelligence/ Machine Learning Operations	Robotics Process Automation (RPA)	**Digital Experience Design (UI/UX)** 1 2 3 4 5 6 7
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: A Emerging Role B Evolving Role

Back to Branding, Marketing and Communications Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Job Clusters and Job Roles

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Career Pathways

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

Back to Branding, Marketing and Communications Overview

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Career Pathways

- Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Branding, Marketing and Communications Overview

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Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations (1 2 3 4 5 6 7)	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Product Marketing	Market Research and Customer Insights	Marketing Technology	B Corporate Events Management (1 2 3 4 5 6 7)	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

Back to Branding, Marketing and Communications Overview

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- **Sustainability Management**
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Sustainability Management Job Cluster

B **Sustainability Strategy**
1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Examples of Other Job Roles that Require at least 1 Sustainability Skill

Product Innovation and Management

1. Segment Strategy and Acquisition
2. Industry Advisory and Solutions
3. Product Management
4. Product Development
5. Product Branding and Marketing
6. Marketing Technology

Integrated Operations Management

1. Know Your Customer/Customer Due Diligence
2. Client/Account Management
3. Business Process Support
4. Branch Operations
5. Customer Service Support
6. Collection Operations
7. Underwriter
8. Risk Surveyor/Engineering
9. Policy Management
10. Claims Management
11. Claims Adjuster/Claims Investigation
12. Risk and Control Management
13. Third Party Management
14. Project Management and Change Experience
15. Operations and Process Excellence

Governance, Risk and Compliance

1. Enterprise Risk Management
2. Risk Modelling and Validation
3. Credit Risk
4. Market and Liquidity Risk
5. Operational Risk
6. Sustainability Risk
7. Business Continuity
8. Compliance Oversight and Advisory
9. Compliance Monitoring and Surveillance
10. Regulatory Compliance
11. Audit Strategy and Governance
12. Business and Operations Audit

Actuarial Management

1. Pricing
2. Reinsurance
3. Reserving

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.

Click here to view the 'How to Use' navigation guide.

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Sustainability Management**
Job Role	**Sustainability Strategy** — B Evolving Role
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- Work with the learning and development team to develop learning materials and execute internal training on sustainability and VBI/VBIT practices

Prime Skills

- Business Opportunities Development
- Data Collection and Analytics
- Disruption Management
- Learning Management

Career Pathways

- Carbon Markets and Decarbonisation Strategies Management
- Data Protection
- Global Perspectives
- Partnership Management
- Climate Change Management
- Data Storytelling and Visualisation
- Impact Indicators, Measurement and Reporting
- Product Advisory

Click here to view the Power Skills required for all job roles.

Back to Sustainability Management Overview

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Prime Skills

- Product Design and Development
- Shariah Compliance
- Sustainable Insurance and Re-Insurance Solutions and Applications *(Applies to Insurance and Takaful sub-sectors only)*

Career Pathways

- Research and Information Synthesis
- Sustainability Reporting
- Sustainable Investment Management
- Scenario Planning and Analysis
- Sustainability Risk Management
- Sustainable Stewardship Development

Click here to view the Power Skills required for all job roles.

Back to Sustainability Management Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Sustainability Management Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- A Sustainable Procurement (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
People Strategy	Leadership Development and Succession Planning
Organisation Design and Workforce Management	Career Advisory
HR Business Advisory	Workforce Mobility
A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Digital Transformation and Adoption
Culture and People Engagement (1 2 3 4 5 6 7)	Workforce Analytics
Learning and Development	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Sustainability Management Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Corporate Communications
- Branding
- External Communications, PR and Media Relations
- Internal Communications and Engagement
- Marketing Strategy
- Digital Marketing

Career Pathways

- Market Research and Customer Insights
- **Product Marketing** (1 2 3 4 5 6 7)
- Marketing Technology
- Corporate Events Management
- Multimedia Design

Legend: A Emerging Role | B Evolving Role

Back to Sustainability Management Overview

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Job Clusters and Job Roles

Prime Skills

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Sustainability Strategy

B Sustainability Engagement and Reporting

1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- B Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Sustainability Management Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Sustainability Management**
Job Role	**Sustainability Strategy** — B Evolving Role
Job Purpose	Drive development and execution of sustainability strategies that align with business goals, objectives and customer needs

Job Description

- Develop an internal sustainability strategy and key performance indicators (KPIs) that align with the organisation's overall strategy and goals as well as regulatory requirements and Environmental, Social and Governance (ESG) standards
- Identify ESG-related issues, needs and impact on organisation's business operations and decision-making
- Assess and manage sustainability-related risks, such as, climate change risks, reputational risks, compliance risks
- Develop and monitor sector-specific sustainability and Value-Based Intermediation (VBI)/Value-Based Intermediation for Takaful (VBIT) strategies and plans, i.e., decarbonisation strategy and transition plan
- Collaborate with business and support units (e.g., procurement, operations, control functions) to integrate sustainability objectives and plans into the organisation's overall policies, procedures and processes
- Collaborate with business and product teams to ensure that sustainability and VBI/VBIT considerations are embedded into the development and lifecycle management of products and services
- Support business and customer-facing teams (e.g., agencies, customer service) to address sustainability-related enquiries and co-create solutions that align with customers' sustainability needs
- Manage Board of Directors' and Senior Management's enquiries and expectations on sustainability initiatives, progress and plans
- Work with the learning and development team to develop learning materials and execute internal training on sustainability and VBI/VBIT practices

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Sustainability Management**
Job Role	**Sustainability Engagement and Reporting** — B Evolving Role
Job Purpose	Lead engagements with stakeholders to promote sustainability through ethical and responsible practices, while ensuring transparency and accountability

Job Description

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[2] *Considering recommendations from the Task Force on Climate-related Financial Disclosures' (TCFD)*

Prime Skills

- Carbon Markets and Decarbonisation Strategies Management
- Data Protection
- Impact Indicators, Measurement and Reporting
- Shariah Compliance
- Climate Change Management
- Data Storytelling and Visualisation
- Partnership Management
- Sustainability Reporting

Career Pathways

- Data Collection and Analytics
- Global Perspectives
- Research and Information Synthesis
- Sustainability Risk Management

Click here to view the Power Skills required for all job roles.

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   - Islamic Digital Banking

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Prime Skills

- Sustainable Insurance and Re-Insurance Solutions and Applications
- Sustainable Stewardship Development

Career Pathways

Click here to view the Power Skills required for all job roles.

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- A Sustainable Procurement (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Prime Skills	B Corporate Communications (1 2 3 4 5 6 7)									Branding		External Communications, PR and Media Relations		Internal Communications and Engagement		Marketing Strategy		Digital Marketing
Career Pathways	Market Research and Customer Insights			Product Marketing (1 2 3 4 5 6 7)						Marketing Technology		Corporate Events Management		Multimedia Design				

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Career Pathways

Prime Skills

Sales and Distribution Channels	Customer Relations and Advisory Services	Actuarial Management	Product Innovation and Management	Integrated Operations Management	Digital, Data and IT Operations	Finance Management and Operations	Supply Chain and Procurement Management	People Advisory and Solutions	Branding, Marketing and Communications	**Sustainability Management**	Islamic Finance and Shariah Advisory	Legal and Corporate Secretarial Services	Governance, Risk and Compliance
										B Sustainability Strategy (1 2 3 4 5 6 7)			
										Sustainability Engagement and Reporting			

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- B Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Prime Skills

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- **Islamic Finance and Shariah Advisory**
- Legal and Corporate Secretarial Services
- Governance, Risk and Compliance

Job Roles within Islamic Finance and Shariah Advisory Job Cluster

B **Shariah Advisory and Research**	**Shariah Committee Secretariat**	B **Shariah Talent Development**
1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7

Examples of Job Roles that Require at Least 1 Shariah Skill

Product Innovation and Management

1. Segment Strategy and Acquisition
2. Industry Advisory and Solutions
3. Product Management
4. Product Development
5. Product Branding and Marketing
6. Marketing Technology

Integrated Operations Management

1. Know Your Customer/Customer Due Diligence
2. Client/Account Management
3. Business Process Support
4. Branch Operations
5. Customer Service Support
6. Collection Operations
7. Underwriter
8. Risk Surveyor/Engineering
9. Policy Management
10. Claims Management
11. Claims Adjuster/Claims Investigation
12. Risk and Control Management
13. Third Party Management
14. Project Management and Change Experience
15. Operations and Process Excellence

Governance, Risk and Compliance

1. Enterprise Risk Management
2. Risk Modelling and Validation
3. Credit Risk
4. Market and Liquidity Risk
5. Operational Risk
6. Sustainability Risk
7. Business Continuity
8. Compliance Oversight and Advisory
9. Compliance Monitoring and Surveillance
10. Regulatory Compliance
11. Audit Strategy and Governance
12. Business and Operations Audit

Actuarial Management

1. Pricing
2. Reinsurance
3. Reserving

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.

Click here to view the 'How to Use' navigation guide.

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5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Advisory and Research** — B Evolving Role
Job Purpose	Perform Shariah research and advice on Shariah-related matters

Job Description

- Collaborate with product development teams to create new financial products and structures that comply with Shariah principles and protect the best interest of takaful customers
- Perform in-depth research and studies on Shariah-related matters for effective decision making by the Shariah Committee
- Consolidate inputs from experts on technical matters to ensure sound understanding of relevant Islamic and Shariah concepts and approaches
- Provide advice to relevant parties within the organisation based on the decision of Shariah Committee, Shariah Advisory Council (SAC) and other related Shariah policy documents
- Manage engagements with key stakeholders (e.g., NGO, SIRC)
- Conduct pre-review on Shariah related documents for sign off for SAC
- Provide decisions on Shariah matters delegated by the Shariah Committee

Note: Shariah qualifications are required to perform this job role successfully.

Prime Skills

- Business Opportunities Development
- Data Storytelling and Visualisation
- Internal Governance
- Product Advisory

Career Pathways

- Data Collection and Analytics
- Disruption Management
- Learning Management
- Product Design and Development
- Data Protection
- Global Perspectives
- Partnership Management
- Product Performance Management

Click here to view the Power Skills required for all job roles.

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5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Advisory and Research** — B Evolving Role
Job Purpose	Perform Shariah research and advice on Shariah-related matters

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Note: Shariah qualifications are required to perform this job role successfully.

Prime Skills

- Quality Assurance
- Risk Governance
- Shariah Research

Career Pathways

- Regulatory Compliance
- Scenario Planning and Analysis
- Shariah Risk Management
- Research and Information Synthesis
- Shariah Compliance
- Succession Planning

Click here to view the Power Skills required for all job roles.

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Note: Shariah qualifications are required to perform this job role successfully.

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- B **Project Management and Change Experience** (1 2 3 4 5 6 7)
- B **Operations and Process Excellence** (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development (1 2 3 4 5 6 7)
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | **Branding, Marketing and Communications** | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Corporate Communications	Branding	External Communications, PR and Media Relations	Internal Communications and Engagement	Marketing Strategy	Digital Marketing
Market Research and Customer Insights	**Product Marketing** (1 2 3 4 5 6 7)	Marketing Technology	Corporate Events Management	Multimedia Design	

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Advisory and Research** — B Evolving Role
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- Collaborate with product development teams to create new financial products and structures that comply with Shariah principles and protect the best interest of takaful customers
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Shariah Advisory and Research
- Shariah Committee Secretariat — 1 2 3 4 5 6 7
- B Shariah Talent Development — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Islamic Finance and Shariah Advisory**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- Shariah Risk (1 2 3 4 5 6 7)
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Committee Secretariat** *(Appointed secretariat as per Shariah Governance Policy Document)*
Job Purpose	Provide advisory and support to the Shariah Committee

Job Description

- Perform secretarial functions for the Shariah Committee (e.g., schedule meetings, prepare agendas and draft minutes)
- Coordinate and disseminate information to the Shariah Committee, Board and Senior Management (e.g., meeting outcomes, resolutions, decisions)
- Provide independent advisory support to the Shariah Committee on governance-related matters
- Engage relevant parties to further deliberate on issues from the Shariah Committee
- Ensure quality and completeness of information and facts (e.g., Financial Statement, Group Annual Report) that are provided to the Shariah Committee for decision-making
- Coordinate Fit and Proper Assessment, including appointment of the Shariah Committee members

Prime Skills

- Data Collection and Analytics
- Internal Governance
- Research and Information Synthesis
- Succession Planning

Career Pathways

- Data Protection
- Quality Assurance
- Risk Governance
- Data Storytelling and Visualisation
- Regulatory Compliance
- Shariah Compliance

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — **Shariah Advisory and Research** — 1 2 3 4 5 6 7
- Shariah Committee Secretariat
- B — **Shariah Talent Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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   - Digital Takaful

Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Committee Secretariat** *(Appointed secretariat as per Shariah Governance Policy Document)*
Job Purpose	Provide advisory and support to the Shariah Committee

Job Description

- Perform secretarial functions for the Shariah Committee (e.g., schedule meetings, prepare agendas and draft minutes)
- Coordinate and disseminate information to the Shariah Committee, Board and Senior Management (e.g., meeting outcomes, resolutions, decisions)
- Provide independent advisory support to the Shariah Committee on governance-related matters
- Engage relevant parties to further deliberate on issues from the Shariah Committee
- Ensure quality and completeness of information and facts (e.g., Financial Statement, Group Annual Report) that are provided to the Shariah Committee for decision-making
- Coordinate Fit and Proper Assessment, including appointment of the Shariah Committee members

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management	Risk Modelling and Validation	Credit Risk	Market and Liquidity Risk	Operational Risk	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Talent Development** — B Evolving Role
Job Purpose	Lead training and development initiatives, focusing on building a Shariah-compliant talent pool

Job Description

- Design and deliver training programmes to educate employees on Shariah principles and requirements
- Create and implement training programmes to enhance employees' knowledge and understanding of Shariah principles
- Act as a liaison with external Shariah advisors, scholars and regulatory bodies and fostering collaboration for compliance
- Coordinate with HR and other teams to integrate Shariah training and development in the overall talent development programmes
- Evaluate the effectiveness of Shariah talent development programmes and make necessary improvements
- Ensure compliance with Shariah regulations and requirements in all talent development activities

Prime Skills

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Quality Assurance
- Succession Planning

Career Pathways

- Contract and Vendor Management
- Global Perspectives
- Research and Information Synthesis
- Data Collection and Analytics
- Learning Management
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Islamic Finance and Shariah Advisory Overview

Sub-Sectors

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   Islamic Corporate and Commercial Banking
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   Islamic Investment Banking
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Job Cluster	**Islamic Finance and Shariah Advisory**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- A **Sustainability and Employee Wellbeing** (1 2 3 4 5 6 7)
- **Culture and People Engagement** (1 2 3 4 5 6 7)
- **Learning and Development** (1 2 3 4 5 6 7)
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- **Talent Sourcing and Recruitment** (1 2 3 4 5 6 7)
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

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Job Cluster	**Islamic Finance and Shariah Advisory**
Job Role	**Shariah Talent Development** — B Evolving Role
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Shariah Advisory and Research** — 1 2 3 4 5 6 7
- **Shariah Committee Secretariat** — 1 2 3 4 5 6 7
- **Shariah Talent Development**

Legend: A Emerging Role | B Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

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Job Cluster	**Islamic Finance and Shariah Advisory**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk
- **Shariah Risk** (1 2 3 4 5 6 7)
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: A Emerging Role | B Evolving Role

Back to Islamic Finance and Shariah Advisory Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- **Shariah Review** (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
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Legend: A Emerging Role | B Evolving Role

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- **Legal and Corporate Secretarial Services**
- Governance, Risk and Compliance

Job Roles within Legal and Corporate Secretarial Services Job Cluster

Legal Advisory
1 2 3 4 5 6 7

B
Corporate Secretarial
1 2 3 4 5 6 7

Administrative Support
1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Sub-Sectors

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Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Legal Advisory**
Job Purpose	Provide guidance on legal matters to adhere to legal and regulatory developments, minimise legal risks and support strategic decision-making

Job Description

- Provide legal advice, guidance and support to stakeholders across the organisation on legal matters
- Draft, review and advise on legal terms within agreements, contracts and other legal documents
- Identify, highlight and advise on mitigating and managing legal risks in coordination with risk and compliance functions
- Prepare case files, organise evidence and liaise with external legal counsel on legal disputes and litigation
- Develop and maintain legal templates and guides
- Work with the learning and development team to develop learning materials and conduct internal training on legal awareness and best practices
- Support projects to optimise efficiencies in legal operations

Note: A legal qualification is a prerequisite for this job role.

Prime Skills

- Data Collection and Analytics
- Learning Management
- Litigation Management
- Risk Governance

Career Pathways

- Data Storytelling and Visualisation
- Legal Advisory
- Project Management
- Risk Management
- Internal Governance
- Legal Drafting
- Research and Information Synthesis
- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Branch Service
- (B) Customer Service (1 2 3 4 5 6 7)
- Digital Service
- (B) Relationship Management (1 2 3 4 5 6 7)
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management (1 2 3 4 5 6 7)
- Customer Experience
- Community Partnership
- Quality Assurance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Cluster	**Legal and Corporate Secretarial Services**
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Note: A legal qualification is a prerequisite for this job role.

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management	Business Process Support	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation 6 7	Third Party Management	

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Cluster	**Legal and Corporate Secretarial Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Credit and Lending	Card Operations	Transaction Operations	**Collection and Recovery Operations** (1 2 3 4 5)	Investment Operations and Securities Services	Trade Finance Operations
Treasury Operations	Risk and Control Management	Project Management and Change Experience	Operations and Process Excellence		

Legend: (A) Emerging Role (B) Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Infrastructure and Network Engineering
- Software Engineering
- Artificial Intelligence/ Machine Learning
- Artificial Intelligence/ Machine Learning Operations
- Robotics Process Automation (RPA)
- Digital Experience Design (UI/UX)
- Infrastructure and Network Management
- Software and Application Management
- Infrastructure, Software and Application Management
- **Data Governance** (1 2 3 4 5 6 7)
- **Data Protection** (1 2 3 4)
- Data Quality

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

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Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: (A) Emerging Role (B) Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

Strategic IT Operations

Career Pathways

Legend: A Emerging Role B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
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Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Legal Advisory**
Job Purpose	Provide guidance on legal matters to adhere to legal and regulatory developments, minimise legal risks and support strategic decision-making

Job Description

- Provide legal advice, guidance and support to stakeholders across the organisation on legal matters
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- Support projects to optimise efficiencies in legal operations

Note: A legal qualification is a prerequisite for this job role.

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Category, Sourcing, Tender and Contract Management** — 1 2 3 4 5 6 7
- **Tactical Buying (Spot Buy)** — 1 2 3 4 5 6 7
- Vendor Management
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Career Pathways						
People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement (1 2 3 4 5 6 7)	Learning and Development	
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)	

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Career Pathways

- **Employee Relations, Industrial Relations and Governance** (1 2 3 4 5 6 7)
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

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Career Pathways

- Legal Advisory
- B Corporate Secretarial (1 2 3 4 5 6 7)
- Administrative Support

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Corporate Secretarial** — B Evolving Role
Job Purpose	Facilitate effective communication, regulatory compliance and effective governance to foster trust among stakeholders

Job Description

- Guide and advise the Board and Senior Management team on corporate governance best practices, ethical considerations and legal obligations
- Advise on corporate governance matters, draft board-related policies and ensure compliance with laws and regulatory requirements
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Prime Skills

Data Collection and Analytics	Learning Management	Meeting Management	Regulatory Compliance
Data Storytelling and Visualisation	Legal Advisory	Minute Writing	Research and Information Synthesis

Career Pathways

Internal Governance	Legal Drafting	Project Management	Risk Governance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Risk Management
- Scenario Planning and Analysis

Career Pathways

- Succession Planning

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Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- B Branch Service — 1 2 3 4 6
- B Customer Service — 1 2 3 4 5 6 7
- Digital Service
- B Relationship Management — 1 2 3 4 5 6 7
- Financial Advisory
- Investment Advisory and Execution
- Business Coaching and Training
- Complaints Management — 1 2 3 4 5 6 7
- B Customer Experience — 1 2 3 4 5 6 7
- A Community Partnership — 1 2 3 4 5 6 7
- Quality Assurance — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

	Sales and Distribution Channels	Customer Relations and Advisory Services	Actuarial Management	Product Innovation and Management	Integrated Operations Management	Digital, Data and IT Operations	Finance Management and Operations	Supply Chain and Procurement Management	People Advisory and Solutions	Branding, Marketing and Communications	Sustainability Management	Islamic Finance and Shariah Advisory	Legal and Corporate Secretarial Services	Governance, Risk and Compliance
Prime Skills	B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management		Business Process Support		Branch Operations 1 2 3 4 6				B Customer Service Support 1 2 3 4 5 6 7			Collection Operations 6 7	
Career Pathways	Underwriter	Risk Surveyor/ Engineering		Policy Management 6 7		B Claims Management 6 7				Claims Adjuster/ Claims Investigation			Third Party Management	

Legend: A Emerging Role B Evolving Role

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Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- **Collection and Recovery Operations** (1 2 3 4 5)
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: A Emerging Role | B Evolving Role

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Career Pathways:

- Infrastructure and Network Engineering
- Infrastructure and Network Management
- Software Engineering
- Software and Application Management
- Artificial Intelligence/ Machine Learning
- Infrastructure, Software and Application Management
- Artificial Intelligence/ Machine Learning Operations
- **Data Governance** (1 2 3 4 5 6 7)
- Robotics Process Automation (RPA)
- **Data Protection** (1 2 3 4)
- Digital Experience Design (UI/UX)
- Data Quality

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

Data Centre Operations	Database Administration	Business Intelligence	Data Science	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Corporate Secretarial** — (B) Evolving Role
Job Purpose	Facilitate effective communication, regulatory compliance and effective governance to foster trust among stakeholders

Job Description

- Guide and advise the Board and Senior Management team on corporate governance best practices, ethical considerations and legal obligations
- Advise on corporate governance matters, draft board-related policies and ensure compliance with laws and regulatory requirements
- Oversee adherence to all relevant laws, regulations and corporate governance standards set by regulatory authorities such as Bank Negara Malaysia (BNM), Securities Commission Malaysia (SC), Companies Commission of Malaysia and Bursa Malaysia
- Prepare and file necessary statutory documents with government and regulatory authorities
- Assist in identifying, evaluating and mitigating corporate risks, and managing disclosures to regulatory authorities and relevant stakeholders
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Islamic Digital Banking
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Job Cluster	**Legal and Corporate Secretarial Services**
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Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)
- Culture and People Engagement (1 2 3 4 5 6 7)
- Learning and Development
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- Digital Transformation and Adoption
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Clusters and Job Roles

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Career Pathways

- **Employee Relations, Industrial Relations and Governance** (1 2 3 4 5 6 7)
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Cluster	**Legal and Corporate Secretarial Services**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | Governance, Risk and Compliance

Career Pathways

- **Legal Advisory** (1 2 3 4 5 6 7)
- Corporate Secretarial
- Administrative Support

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Corporate Secretarial** — B Evolving Role
Job Purpose	Facilitate effective communication, regulatory compliance and effective governance to foster trust among stakeholders

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Job Clusters and Job Roles

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Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- B Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

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Job Role	**Corporate Secretarial** — B Evolving Role
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Job Clusters and Job Roles

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Career Pathways:

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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   - Digital Takaful

Job Cluster	**Legal and Corporate Secretarial Services**
Job Role	**Administrative Support**
Job Purpose	Provide administrative support to ensure the smooth operation of corporate governance and compliance activities

Job Description

- Organise and maintain board meetings, draft resolutions, prepare minutes and manage corporate records
- Manage correspondence, maintain statutory registers and assist with preparing and filing statutory returns and documents with regulatory authorities
- Facilitate communication with shareholders by preparing and distributing notices, proxies and other shareholder materials for general meetings
- Respond to shareholder inquiries and manage shareholder correspondence
- Schedule meetings, maintain calendars and manage documentation and correspondence
- Liaise with internal stakeholders and external service providers to ensure the smooth operation of corporate secretarial activities

Prime Skills

- Data Collection and Analytics
- Meeting Management
- Regulatory Compliance
- Risk Management
- Data Storytelling and Visualisation
- Minute Writing
- Research and Information Synthesis

Career Pathways

- Internal Governance
- Project Management
- Risk Governance

Click here to view the Power Skills required for all job roles.

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Purpose	Provide administrative support to ensure the smooth operation of corporate governance and compliance activities

Job Description

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | Governance, Risk and Compliance

Career Pathways

- Legal Advisory
- B **Corporate Secretarial** (1 2 3 4 5 6 7)
- Administrative Support

Legend: A Emerging Role B Evolving Role

Back to Legal and Corporate Secretarial Services Overview

Sub-Sectors

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Job Clusters

- Sales and Distribution Channels
- Customer Relations and Advisory Services
- Actuarial Management
- Product Innovation and Management
- Integrated Operations Management
- Digital, Data and IT Operations
- Finance Management and Operations
- Supply Chain and Procurement Management
- People Advisory and Solutions
- Branding, Marketing and Communications
- Sustainability Management
- Islamic Finance and Shariah Advisory
- Legal and Corporate Secretarial Services
- **Governance, Risk and Compliance**

Job Roles within Governance, Risk and Compliance Job Cluster

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
B Sustainability Risk (1 2 3 4 5 6 7)	B Technology and Information Security Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)
Market Conduct Surveillance (1 2 3 4 5 6 7)	Shariah Review (1 2 3 4 5 6 7)	Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)	Anti-Bribery and Corruption (1 2 3 4 5 6 7)	Fraud Management (1 2 3 4 5 6 7)	Audit Strategy and Governance (1 2 3 4 5 6 7)
Business and Operations Audit (1 2 3 4 5 6 7)	B Technology and Information Security Audit (1 2 3 4 5 6 7)	Shariah Audit (1 2 3 4 5 6 7)			

Legend: A Emerging Role B Evolving Role

Click here to view the 'FSF Glossary' for key definitions.

Click here to view the 'How to Use' navigation guide.

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Enterprise Risk Management**
Job Purpose	Establish a comprehensive framework for identifying, assessing and managing overall organisational risks

Job Description

- Define organisation-wide risk management and mitigation strategies, frameworks and policies that determine acceptable risk appetite and parameters
- Monitor and manage organisation-wide risk exposure, including implementing appropriate risk controls across the organisation
- Develop and execute risk recovery and resolution plans and activities

Prime Skills

- Artificial Intelligence, Ethics and System Governance
- Climate Change Management
- Enterprise Risk Management
- Partnership Management

Career Pathways

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Internal Governance
- Portfolio and Investment Risk Management
- Carbon Markets and Decarbonisation Strategies Management
- Data Storytelling and Visualisation
- Market and Liquidity Risk Management
- Predictive Modelling

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

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Prime Skills

- Product Design and Development
- Risk Governance
- Scenario Planning and Analysis
- Regulatory Compliance
- Risk Management
- Shariah Compliance

Career Pathways

- Research and Information Synthesis
- Risk Modelling and Validation

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
Career Pathways	Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Credit and Lending	Card Operations	Transaction Operations	Collection and Recovery Operations	Investment Operations and Securities Services	Trade Finance Operations
Treasury Operations	**Risk and Control Management** (1 2 3 4 5 6 7)	Project Management and Change Experience	Operations and Process Excellence		

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Financial Planning and Analysis	Management Reporting	**Financial and Statutory Reporting** (1 2 3 4 5 6 7)	Finance Business Partner	Treasury Management	Finance Transformation
Finance Systems	Finance Policy Management	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems	

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Career Pathways	Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Enterprise Risk Management**
Job Purpose	Establish a comprehensive framework for identifying, assessing and managing overall organisational risks

Job Description

- Define organisation-wide risk management and mitigation strategies, frameworks and policies that determine acceptable risk appetite and parameters
- Monitor and manage organisation-wide risk exposure, including implementing appropriate risk controls across the organisation
- Develop and execute risk recovery and resolution plans and activities

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- **Employee Relations, Industrial Relations and Governance** (1 2 3 4 5 6 7)
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
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Prime Skills

Career Pathways

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk (1 2 3 4 5 6 7)
- (B) Technology and Information Security Risk (1 2 3 4 5 6 7)
- (B) Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance — 1 2 3 4 5 6 7
- Shariah Review — 1 2 3 4 5 6 7
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing — 1 2 3 4 5 6 7
- Anti-Bribery and Corruption — 1 2 3 4 5 6 7
- Fraud Management — 1 2 3 4 5 6 7
- Audit Strategy and Governance — 1 2 3 4 5 6 7
- Business and Operations Audit — 1 2 3 4 5 6 7
- (B) Technology and Information Security Audit — 1 2 3 4 5 6 7
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Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Risk Modelling and Validation**
Job Purpose	Develop and implement models and methodologies to assess, quantify and manage model risks

Job Description

- Conduct independent validation of risk models used in risk management, stress testing and scenario analysis
- Conduct qualitative review of model development process by scrutinising underlying assumptions and theoretical basis
- Perform quantitative assessment of model performance through data evaluation and statistical testing

Prime Skills

Career Pathways

Artificial Intelligence, Ethics and System Governance	Climate Change Management	Enterprise Risk Management	Partnership Management
Business Planning and Needs Analysis	Data Collection and Analytics	Internal Governance	Portfolio and Investment Risk Management
Carbon Markets and Decarbonisation Strategies Management	Data Storytelling and Visualisation	Market and Liquidity Risk Management	Predictive Modelling

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

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Prime Skills

- Regulatory Compliance
- Risk Management
- Shariah Compliance

Career Pathways

- Research and Information Synthesis
- Risk Modelling and Validation
- Risk Governance
- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | **Actuarial Management** | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Pricing** — 6 7
- **Reinsurance** — 6 7
- **Reserving** — 6 7

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	Collection Operations
B Underwriter (6 7)	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Architecture	Infrastructure Architecture	Software Architecture	Data Architecture	Cloud Architecture	Security Architecture
Business Architecture	Solution Architecture	Integration Architecture	Platform Engineering	Data Engineering	Cloud Engineering

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Infrastructure and Network Engineering	Software Engineering	(A) Artificial Intelligence/ Machine Learning (1 2 3 4 5 6 7)	(A) Artificial Intelligence/ Machine Learning Operations (1 2 3 4 5 6 7)	Robotics Process Automation (RPA)	Digital Experience Design (UI/UX)
Infrastructure and Network Management	Software and Application Management	Infrastructure, Software and Application Management	Data Governance	Data Protection	Data Quality

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Data Centre Operations	Database Administration	Business Intelligence (1 2 3 4 5 6 7)	Data Science * (1 2 3 4 5 6 7)	Cybersecurity Threat Intelligence	Security Monitoring and Incident Response
Vulnerability Management	Access Management	Transformation and IT Project Management	Business Analysis (1 2 3 4 5 6 7)	Service and Change Management	IT Services and Solutions

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | **Digital, Data and IT Operations** | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Strategic IT Operations

Legend: (A) Emerging Role (B) Evolving Role

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Career Pathways	Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Prime Skills

- **Employee Relations, Industrial Relations and Governance** (1 2 3 4 5 6 7)
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
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- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
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Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Credit Risk**
Job Purpose	Identify, assess and control risks associated with credit activities and counterparty creditworthiness

Job Description

A. For all sub-sectors:

- Develop and maintain credit risk management policies and guidelines in accordance with regulatory requirements

B. For Banking sub-sectors:

- Manage the organisation's overall credit portfolio performance
- Assess and monitor adequacy of credit grading and provisioning levels in accordance with the organisation's credit risk strategies and appetite, including regulatory requirements
- Oversee credit application processing and credit management to ensure it is conducted according to defined credit risk parameters
- Analyse alerted credit risk vulnerabilities and recommend appropriate mitigation

C. For Insurance and Takaful sub-sectors:

- Assess credit risk associated with insurance policies and evaluate the financial stability and creditworthiness of insured parties
- Conduct risk analysis on insurance portfolios, utilising statistical models and data analysis to identify potential credit risk exposures and trends
- Support the development of underwriting policies and guidelines related to credit risk

Prime Skills

- Business Planning and Needs Analysis
- Credit Risk Management
- Enterprise Risk Management
- Partnership Management

Career Pathways

- Carbon Markets and Decarbonisation Strategies Management
- Data Collection and Analytics
- Fraud Risk Management
- Portfolio and Investment Risk Management
- Climate Change Management
- Data Storytelling and Visualisation
- Internal Governance
- Predictive Modelling

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Credit Risk**
Job Purpose	Identify, assess and control risks associated with credit activities and counterparty creditworthiness

Job Description

A. For all sub-sectors:

- Develop and maintain credit risk management policies and guidelines in accordance with regulatory requirements

B. For Banking sub-sectors:

- Manage the organisation's overall credit portfolio performance
- Assess and monitor adequacy of credit grading and provisioning levels in accordance with the organisation's credit risk strategies and appetite, including regulatory requirements
- Oversee credit application processing and credit management to ensure it is conducted according to defined credit risk parameters
- Analyse alerted credit risk vulnerabilities and recommend appropriate mitigation

C. For Insurance and Takaful sub-sectors:

- Assess credit risk associated with insurance policies and evaluate the financial stability and creditworthiness of insured parties
- Conduct risk analysis on insurance portfolios, utilising statistical models and data analysis to identify potential credit risk exposures and trends
- Support the development of underwriting policies and guidelines related to credit risk

Prime Skills

- Product Design and Development
- Risk Governance
- Scenario Planning and Analysis
- Regulatory Compliance
- Risk Management
- Shariah Compliance

Career Pathways

- Research and Information Synthesis
- Risk Modelling and Validation

Click here to view the Power Skills required for all job roles.

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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations	Customer Service Support	**Collection Operations** 6 7
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** (1 2 3 4 5)
- Card Operations
- Transaction Operations
- **Collection and Recovery Operations** (1 2 3 4 5)
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Market and Liquidity Risk**
Job Purpose	Identify, assess and manage risks associated with market fluctuations and liquidity constraints

Job Description

- Develop and maintain market and liquidity risk management policies and guidelines in accordance with regulatory requirements
- Conduct benchmark exercises on market and liquidity risks, referencing past mistakes and successes of other organisations as case studies to mitigate potential losses
- Analyse and recommend optimisation of capital allocation for market and liquidity risk
- Assess and enhance market and liquidity stress testing capabilities, monitoring and control processes, funding concentrations and early warning indicators
- Develop market and liquidity contingency plans

Prime Skills

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Market and Liquidity Risk Management
- Predictive Modelling
- Climate Change Management
- Enterprise Risk Management
- Partnership Management
- Product Design and Development

Career Pathways

- Data Collection and Analytics
- Internal Governance
- Portfolio and Investment Risk Management
- Regulatory Compliance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Market and Liquidity Risk**
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Prime Skills

- Research and Information Synthesis
- Risk Modelling and Validation
- Risk Governance
- Scenario Planning and Analysis

Career Pathways

- Risk Management
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
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Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Know Your Customer (KYC)/Customer Due Diligence (CDD)
- Client/Account Management
- Business Process Support
- Branch Operations
- Customer Service Support
- Collection Operations
- Underwriter
- Risk Surveyor/ Engineering
- Policy Management
- Claims Management
- Claims Adjuster/ Claims Investigation
- Third Party Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Credit and Lending	Card Operations	Transaction Operations	Collection and Recovery Operations	Investment Operations and Securities Services
B Treasury Operations (1 2 3 4 5)	Risk and Control Management (1 2 3 4 5 6 7)	Project Management and Change Experience	Operations and Process Excellence	Trade Finance Operations (1 2 3 4 5)

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Financial Planning and Analysis	Management Reporting	Financial and Statutory Reporting	Finance Business Partner	**Treasury Management** 1 2 3 4 5 6 7
Finance Systems	Finance Policy Management	Tax Management	Finance Operations	Shared Services and 3rd Party Ecosystems

Finance Transformation

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — **Sustainability Strategy** — 1 2 3 4 5 6 7
- B — **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk (1 2 3 4 5 6 7)
- Technology and Information Security Risk
- B Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

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Prime Skills

- Market Conduct Surveillance — 1 2 3 4 5 6 7
- Shariah Review — 1 2 3 4 5 6 7
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing — 1 2 3 4 5 6 7
- Anti-Bribery and Corruption — 1 2 3 4 5 6 7
- Fraud Management — 1 2 3 4 5 6 7
- Audit Strategy and Governance — 1 2 3 4 5 6 7

Career Pathways

- Business and Operations Audit — 1 2 3 4 5 6 7
- Technology and Information Security Audit
- Shariah Audit — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Operational Risk**
Job Purpose	Identify, assess, advise and manage risks associated with the organisation's operational activities

Job Description

- Develop and maintain operational risk management policies and guidelines in accordance with regulatory requirements
- Provide oversight and advice on projects and third-party arrangements, including reviewing risk assessments and other related documentation by business and support units
- Analyse flagged operational risk exposures and recommend appropriate mitigation

Prime Skills

- Artificial Intelligence, Ethics and System Governance
- Audit Quality Assurance
- Business Continuity Planning
- Business Planning and Needs Analysis
- Crisis and Disaster Recovery Management
- Data Collection and Analytics
- Enterprise Risk Management
- Fraud Risk Management

Career Pathways

- Business Continuity Management
- Climate Change Management
- Data Storytelling and Visualisation
- Internal Governance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
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Prime Skills

- Partnership Management
- Regulatory Compliance
- Risk Management

Career Pathways

- Predictive Modelling
- Research and Information Synthesis
- Scenario Planning and Analysis
- Product Design and Development
- Risk Governance
- Shariah Compliance

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
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   - Islamic Corporate and Commercial Banking
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Career Pathways:

- Know Your Customer (KYC)/Customer Due Diligence (CDD)
- Client/Account Management
- Business Process Support (5, 7)
- Branch Operations (1, 2, 3, 4, 6)
- B Customer Service Support (1, 2, 3, 4, 5, 6, 7)
- Collection Operations
- Underwriter
- Risk Surveyor/ Engineering
- Policy Management (6, 7)
- B Claims Management (6, 7)
- Claims Adjuster/ Claims Investigation
- Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Career Pathways:

- Credit and Lending
- Card Operations (1 2 3 4 5)
- B — Transaction Operations (1 2 3 4)
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management (1 2 3 4 5 6 7)
- Project Management and Change Experience
- B — Operations and Process Excellence (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | **Finance Management and Operations** | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Financial Planning and Analysis
- Management Reporting
- Financial and Statutory Reporting
- Finance Business Partner
- Treasury Management
- Finance Transformation
- Finance Systems
- Finance Policy Management
- Tax Management
- **Finance Operations** (1 2 3 4 5 6 7)
- **Shared Services and 3rd Party Ecosystems** (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement (1 2 3 4 5 6 7)
- Sustainable Procurement

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B — Sustainability Strategy — 1 2 3 4 5 6 7
- B — Sustainability Engagement and Reporting — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk
- Shariah Risk (1 2 3 4 5 6 7)
- Technology and Information Security Risk
- (B) Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Risk**
Job Purpose	Identify, measure, monitor and report Shariah non-compliance risks in the operations and activities of the organisation

Job Description

- Develop, monitor and maintain Shariah risk management policies and guidelines in accordance with regulatory requirements and Shariah principles and rulings issued by the Shariah Advisory Council and Shariah Committee
- Establish risk mitigation measures and monitor shariah non-compliance risk exposures and effectiveness of risk mitigation measures
- Work with other risk teams, business and support units to assess flagged Shariah non-compliance risk exposures and recommend appropriate mitigation
- Report to the Shariah Committee, Senior Management team and Board of Directors on Shariah non-compliance risk exposures

Prime Skills

Career Pathways

Audit Quality Assurance	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance
Business Planning and Needs Analysis	Enterprise Risk Management	Portfolio and Investment Risk Management	Research and Information Synthesis
Data Collection and Analytics	Internal Governance	Product Design and Development	Risk Governance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Prime Skills

- Risk Management
- Shariah Risk Management
- Scenario Planning and Analysis

Career Pathways

- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations — 1 2 3 4 5
- B — Transaction Operations — 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management — 1 2 3 4 5 6 7
- Project Management and Change Experience
- B — Operations and Process Excellence — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | **Islamic Finance and Shariah Advisory** | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Shariah Advisory and Research** — 1 2 3 4 5 6 7
- **Shariah Committee Secretariat** — 1 2 3 4 5 6 7
- B **Shariah Talent Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- (B) Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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- Establish risk mitigation measures and monitor shariah non-compliance risk exposures and effectiveness of risk mitigation measures
- Work with other risk teams, business and support units to assess flagged Shariah non-compliance risk exposures and recommend appropriate mitigation
- Report to the Shariah Committee, Senior Management team and Board of Directors on Shariah non-compliance risk exposures

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Risk** — B Evolving Role
Job Purpose	Prevent, evaluate, manage and mitigate risks associated with technology and information systems

Job Description

- Develop and maintain technology, information and cybersecurity risk management policies and guidelines in accordance with regulatory requirements
- Define ethical hacking boundaries and monitor processes and activities being conducted
- Use advanced systems and tools to identify weaknesses in existing controls and possible risks
- Analyse flagged technology, information and cybersecurity risk vulnerabilities and recommend appropriate mitigations

Prime Skills

- Artificial Intelligence, Ethics and System Governance
- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Fraud Risk Management

Career Pathways

- Business Continuity Management
- Crisis and Disaster Recovery Management
- Enterprise Architecture
- Internal Governance

- Business Continuity Planning
- Data Collection and Analytics
- Enterprise Risk Management
- Partnership Management

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
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Prime Skills

- Penetration Testing
- Regulatory Compliance
- Risk Management
- Shariah Compliance

Career Pathways

- Predictive Modelling
- Research and Information Synthesis
- Scenario Planning and Analysis
- Technology Risk Management
- Product Design and Development
- Risk Governance
- Security Architecture

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- Sustainability and Employee Wellbeing
- Culture and People Engagement
- Learning and Development
- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- A Digital Transformation and Adoption (1 2 3 4 5 6 7)
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

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Prime Skills

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Career Pathways

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Enterprise Risk Management 1 2 3 4 5 6 7	**Risk Modelling and Validation** 1 2 3 4 5 6 7	Credit Risk	Market and Liquidity Risk	**Operational Risk** 1 2 3 4 5 6 7	Shariah Risk
Technology and Information Security Risk	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance

Legend: A Emerging Role B Evolving Role

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Prime Skills

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Career Pathways

- Market Conduct Surveillance
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- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
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- Fraud Management
- Audit Strategy and Governance
- **Business and Operations Audit** — 1 2 3 4 5 6 7
- B **Technology and Information Security Audit** — 1 2 3 4 5 6 7
- Shariah Audit

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Sustainability Risk** — B Evolving Role
Job Purpose	Develop and implement policies and guidelines to assess, monitor and manage the impact of ESG on the organisation's operations and reputation

Job Description

- Develop and maintain sustainability, value-based intermediation (VBI)/value-based intermediation for Takaful (VBIT) risk management policies and guidelines in accordance with regulatory requirements
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- Develop and integrate VBI/ VBIT strategies into the organisation's mission, values and business objectives

Prime Skills

- Business Planning and Needs Analysis
- Data Collection and Analytics
- Impact Indicators, Measurement and Reporting
- Portfolio and Investment Risk Management

Career Pathways

- Carbon Markets and Decarbonisation Strategies Management
- Data Storytelling and Visualisation
- Internal Governance
- Predictive Modelling
- Climate Change Management
- Enterprise Risk Management
- Partnership Management
- Product Design and Development

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Prime Skills

- Regulatory Compliance
- Risk Management
- Shariah Compliance

Career Pathways

- Research and Information Synthesis
- Risk Modelling and Validation
- Sustainability Reporting
- Risk Governance
- Scenario Planning and Analysis
- Sustainability Risk Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support	Branch Operations (1 2 3 4 6)	Customer Service Support	Collection Operations
Underwriter	Risk Surveyor/ Engineering	Policy Management (6 7)	B Claims Management (6 7)	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations
- Transaction Operations
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** (1 2 3 4 5 6 7)
- Project Management and Change Experience
- Operations and Process Excellence

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- Procurement Governance and Continuous Improvement
- A Sustainable Procurement — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

People Strategy	Organisation Design and Workforce Management	HR Business Advisory	A Sustainability and Employee Wellbeing (1 2 3 4 5 6 7)	Culture and People Engagement	Learning and Development
Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

Employee Relations, Industrial Relations and Governance (1 2 3 4 5 6 7)

Compensation and Benefits

Talent Sourcing and Recruitment

Performance Management

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- Sustainability Risk
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Purpose	Develop and implement policies and guidelines to assess, monitor and manage the impact of ESG on the organisation's operations and reputation

Job Description

- Develop and maintain sustainability, value-based intermediation (VBI)/value-based intermediation for Takaful (VBIT) risk management policies and guidelines in accordance with regulatory requirements
- Integrate ESG, VBI/ VBIT-related risk considerations into the organisation's overall risk management framework
- Identify and embed climate-related risks into the organisation's risk appetite framework, including the potential long-term impact of these risks as drivers of existing types of material risks
- Develop sustainability scenarios to assess the potential impact of different sustainability-related scenarios on the organisation's assets, liabilities and overall financial stability
- Develop and integrate VBI/ VBIT strategies into the organisation's mission, values and business objectives

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Shariah Review
- Technology and Information Security Audit
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Shariah Audit
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Business Continuity**
Job Purpose	Develop and implement strategies, plans and procedures to ensure the resilience and continuity of business operations during disruptive events

Job Description

- Develop and maintain Business Continuity Management (BCM) and disaster recovery strategies, including conducting risk assessments and documenting BCM and disaster recovery processes
- Collaborate with business and support units for annual Business Continuity Plan (BCP) activities and reviews of BCP, Business Impact Analysis (BIA) and Disaster Recovery Plan (DRP)
- Support development of learning materials and execution of training on BCM
- Collaborate with cross-functional teams to develop a crisis management plan and lead the response to crisis management
- Conduct business, operations and third-party resilience testing to identify potential risks and impact to the organisation

Prime Skills

- Business Continuity Management
- Climate Change Management
- Data Storytelling and Visualisation
- Partnership Management

Career Pathways

- Business Continuity Planning
- Crisis and Disaster Recovery Management
- Enterprise Risk Management
- Regulatory Compliance
- Business Planning and Needs Analysis
- Data Collection and Analytics
- Internal Governance
- Research and Information Synthesis

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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Prime Skills

- Risk Governance
- Shariah Compliance
- Risk Management
- Technology Risk Management

Career Pathways

- Scenario Planning and Analysis

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Sales and Distribution Channels | **Customer Relations and Advisory Services** | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Branch Service
- B Customer Service (1 2 3 4 5 6 7)
- Digital Service
- Relationship Management
- Financial Advisory
- Investment Advisory and Execution

Career Pathways

- Business Coaching and Training
- Complaints Management (1 2 3 4 5 6 7)
- Customer Experience
- Community Partnership
- Quality Assurance

Legend: A Emerging Role | B Evolving Role

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways:

- Enterprise Risk Management
- Risk Modelling and Validation
- Credit Risk
- Market and Liquidity Risk
- **Operational Risk** (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- (B) **Sustainability Risk** (1 2 3 4 5 6 7)
- Business Continuity
- Compliance Oversight and Advisory
- Compliance Monitoring and Surveillance
- Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Prime Skills

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance

Career Pathways

- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Compliance Oversight and Advisory**
Job Purpose	Provide strategic guidance, oversight and advisory in ensuring adherence to regulatory requirements and internal policies

Job Description

- Provide advice on regulatory matters to address challenges encountered by business and support units
- Identify, assess and advise on the impact of regulatory compliance risks during the development of products/services, processes, marketing/promotional campaigns and related activities
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- Develop and implement compliance culture strategy to promote ethical behaviours and regulatory compliance throughout the organisation
- Work with the learning and development team to develop learning materials and execute internal training to ensure alignment with regulatory requirements and industry best practices

Prime Skills

Career Pathways

Anti-Money Laundering	Climate Change Management	Internal Governance	Portfolio and Investment Risk Management
Artificial Intelligence, Ethics and System Governance	Data Collection and Analytics	Monitoring and Surveillance	Product Design and Development
Business Planning and Needs Analysis	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Research and Information Synthesis
- Shariah Compliance

Career Pathways

- Risk Governance
- Risk Management

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** — 1 2 3 4 5
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- **Collection and Recovery Operations** — 1 2 3 4 5
- B **Investment Operations and Securities Services** — 1 2 3 4 5
- **Trade Finance Operations** — 1 2 3 4 5
- B **Treasury Operations** — 1 2 3 4 5
- **Risk and Control Management** — 1 2 3 4 5 6 7
- B **Project Management and Change Experience** — 1 2 3 4 5 6 7
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	People Strategy	Organisation Design and Workforce Management	HR Business Advisory	Sustainability and Employee Wellbeing	Culture and People Engagement	Learning and Development
Career Pathways	Leadership Development and Succession Planning	Career Advisory	Workforce Mobility	Digital Transformation and Adoption	Workforce Analytics	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Employee Relations, Industrial Relations and Governance (1 2 3 4 5 6 7)

Compensation and Benefits

Talent Sourcing and Recruitment

Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- **Legal Advisory** — 1 2 3 4 5 6 7
- (B) **Corporate Secretarial** — 1 2 3 4 5 6 7
- **Administrative Support** — 1 2 3 4 5 6 7

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)	›
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)	

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

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Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
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Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Compliance Monitoring and Surveillance**
Job Purpose	Identify, establish and maintain effective systems and processes to monitor, detect and mitigate compliance risks, violations and vulnerabilities

Job Description

- Conduct compliance monitoring and reviews of business and support units to ensure adherence to regulatory requirements/Shariah principles and internal policies and procedures
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- Report outcomes of compliance reviews, non-compliances and the progress of compliance efforts to the Risk Management Committee, Shariah Committee, Senior Management team and Board of Directors

Prime Skills

- Anti-Money Laundering
- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Partnership Management

Career Pathways

- Artificial Intelligence, Ethics and System Governance
- Climate Change Management
- Internal Governance
- Portfolio and Investment Risk Management
- Audit Quality Assurance
- Data Collection and Analytics
- Monitoring and Surveillance
- Product Design and Development

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Compliance Monitoring and Surveillance**
Job Purpose	Identify, establish and maintain effective systems and processes to monitor, detect and mitigate compliance risks, violations and vulnerabilities

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Prime Skills

- Regulatory Compliance
- Risk Management

Career Pathways

- Research and Information Synthesis
- Shariah Compliance
- Risk Governance
- Sustainability Reporting

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Prime Skills

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Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role B Evolving Role

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Career Pathways

- B **Credit and Lending** 1 2 3 4 5
- **Card Operations** 1 2 3 4 5
- B **Transaction Operations** 1 2 3 4
- **Collection and Recovery Operations** 1 2 3 4 5
- B **Investment Operations and Securities Services** 1 2 3 4 5
- **Trade Finance Operations** 1 2 3 4 5
- B **Treasury Operations** 1 2 3 4 5
- **Risk and Control Management** 1 2 3 4 5 6 7
- B **Project Management and Change Experience** 1 2 3 4 5 6 7
- B **Operations and Process Excellence** 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Prime Skills	Career Pathways
People Strategy	Leadership Development and Succession Planning
Organisation Design and Workforce Management	Career Advisory
HR Business Advisory	Workforce Mobility
Sustainability and Employee Wellbeing	Digital Transformation and Adoption
Culture and People Engagement	Workforce Analytics
Learning and Development	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

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Career Pathways

- **Employee Relations, Industrial Relations and Governance** (1 2 3 4 5 6 7)
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Legal Advisory — 1 2 3 4 5 6 7
- B — Corporate Secretarial — 1 2 3 4 5 6 7
- Administrative Support — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

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Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways:

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Regulatory Compliance**
Job Purpose	Ensure organisation's adherence to relevant laws, regulations and industry standards

Job Description

- Monitor and ensure compliance with legislation and regulations and provide guidelines for adherence and implementation of changes
- Identify compliance risks, review mitigation strategies and assess their effectiveness
- Review compliance-related internal policies and oversee the submission of regulatory reports and responses to regulatory bodies
- Liaise with relevant regulatory bodies, government agencies and financial institutions on matters related to legislations and regulations
- Establish and manage whistleblowing channels and processes

Prime Skills

Anti-Money Laundering	Climate Change Management	Internal Governance	Portfolio and Investment Risk Management
Artificial Intelligence, Ethics and System Governance	Data Collection and Analytics	Monitoring and Surveillance	Product Design and Development

Career Pathways

Business Planning and Needs Analysis	Data Storytelling and Visualisation	Partnership Management	Regulatory Compliance

Click here to view the Power Skills required for all job roles.

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Prime Skills

- Research and Information Synthesis
- Shariah Compliance
- Risk Governance
- Sustainability Reporting

Career Pathways

- Risk Management

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Career Pathways

Prime Skills

Job Clusters and Job Roles

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Legend: A Emerging Role | B Evolving Role

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Career Pathways

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- **Card Operations** — 1 2 3 4 5
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- **Collection and Recovery Operations** — 1 2 3 4 5
- B **Investment Operations and Securities Services** — 1 2 3 4 5
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- **Procurement Governance and Continuous Improvement** (1 2 3 4 5 6 7)
- Sustainable Procurement

Legend: (A) Emerging Role (B) Evolving Role

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- Establish and manage whistleblowing channels and processes

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills	Career Pathways
People Strategy	Leadership Development and Succession Planning
Organisation Design and Workforce Management	Career Advisory
HR Business Advisory	Workforce Mobility
Sustainability and Employee Wellbeing	Digital Transformation and Adoption
Culture and People Engagement	Workforce Analytics
Learning and Development	HR Operations (Shared Services)

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Regulatory Compliance**
Job Purpose	Ensure organisation's adherence to relevant laws, regulations and industry standards

Job Description

- Monitor and ensure compliance with legislation and regulations and provide guidelines for adherence and implementation of changes
- Identify compliance risks, review mitigation strategies and assess their effectiveness
- Review compliance-related internal policies and oversee the submission of regulatory reports and responses to regulatory bodies
- Liaise with relevant regulatory bodies, government agencies and financial institutions on matters related to legislations and regulations
- Establish and manage whistleblowing channels and processes

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Employee Relations, Industrial Relations and Governance (1 2 3 4 5 6 7)

Compensation and Benefits

Talent Sourcing and Recruitment

Performance Management

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Regulatory Compliance**
Job Purpose	Ensure organisation's adherence to relevant laws, regulations and industry standards

Job Description

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy**
1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | Governance, Risk and Compliance

- **Legal Advisory** — 1 2 3 4 5 6 7
- B **Corporate Secretarial** — 1 2 3 4 5 6 7
- **Administrative Support** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Regulatory Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Market Conduct Surveillance**
Job Purpose	Monitor and enforce compliance with regulations, and ensure fair and ethical behaviours in financial markets

Job Description

- Design and develop compliance controls to enhance overall surveillance oversight, including new scenarios, parameters or triggers to detect potential market misconduct
- Conduct market surveillance and analysis to ensure compliance with regulatory requirements
- Perform the necessary reviews, and investigations, and escalate the potential gaps or breaches identified
- Liaise with key stakeholders and subject matter experts to ensure the surveillance scope and controls are up-to-date and relevant
- Enhance surveillance indicators to ensure surveillance is effective

Prime Skills

- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Partnership Management
- Regulatory Compliance
- Customer Screening and Onboarding
- Fraud Risk Management
- Predictive Modelling
- Research and Information Synthesis

Career Pathways

- Data Collection and Analytics
- Internal Governance
- Product Design and Development
- Risk Governance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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Prime Skills

- **Risk Management**
- **Shariah Compliance**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | Governance, Risk and Compliance

Career Pathways

- **Legal Advisory** — 1 2 3 4 5 6 7
- B **Corporate Secretarial** — 1 2 3 4 5 6 7
- **Administrative Support** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk
- Technology and Information Security Risk
- B Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Role	**Market Conduct Surveillance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
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- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
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Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Review**
Job Purpose	Conduct regular compliance assessment on the organisation's operations, business, affairs and activities with Shariah requirements

Job Description

- Conduct independent Shariah reviews of business and support units to ensure adherence to Shariah principles, regulatory requirements and internal policies and procedures
- Recommend remedial rectification measures to resolve non-compliances and control mechanisms to prevent recurrences
- Report outcomes of Shariah compliance reviews and non-compliances to the Shariah Committee and Senior Management team
- Support the execution of organisation-wide compliance projects and awareness programmes to integrate Shariah practices and foster an impact-driven culture that creates value for all

Prime Skills

Audit Quality Assurance	Data Storytelling and Visualisation	Portfolio and Investment Risk Management	Research and Information Synthesis
Business Planning and Needs Analysis	Internal Governance	Product Design and Development	Risk Governance

Career Pathways

Data Collection and Analytics	Partnership Management	Regulatory Compliance	Risk Management

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Review**
Job Purpose	Conduct regular compliance assessment on the organisation's operations, business, affairs and activities with Shariah requirements

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Prime Skills

Shariah Audit

Shariah Compliance

Career Pathways

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | **Product Innovation and Management** | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Segment Strategy and Acquisition** — 1 2 3 4 5 6 7
- B **Industry Advisory and Solutions** — 2 3 4 6 7
- **Product Management** — 1 2 3 4 5 6 7
- **Product Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations	
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management	

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Review**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** — 1 2 3 4 5 6 7
- Project Management and Change Experience
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Review**
Job Purpose	Conduct regular compliance assessment on the organisation's operations, business, affairs and activities with Shariah requirements

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Job Clusters and Job Roles

Prime Skills

Career Pathways

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

B **Sustainability Strategy**
1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

- B **Shariah Advisory and Research** — 1 2 3 4 5 6 7
- **Shariah Committee Secretariat** — 1 2 3 4 5 6 7
- B **Shariah Talent Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Review**
Job Purpose	Conduct regular compliance assessment on the organisation's operations, business, affairs and activities with Shariah requirements

Job Description

- Conduct independent Shariah reviews of business and support units to ensure adherence to Shariah principles, regulatory requirements and internal policies and procedures
- Recommend remedial rectification measures to resolve non-compliances and control mechanisms to prevent recurrences
- Report outcomes of Shariah compliance reviews and non-compliances to the Shariah Committee and Senior Management team
- Support the execution of organisation-wide compliance projects and awareness programmes to integrate Shariah practices and foster an impact-driven culture that creates value for all

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Enterprise Risk Management (1 2 3 4 5 6 7)
- Risk Modelling and Validation (1 2 3 4 5 6 7)
- Credit Risk (1 2 3 4 5 6 7)
- Market and Liquidity Risk (1 2 3 4 5 6 7)
- Operational Risk (1 2 3 4 5 6 7)
- Shariah Risk (1 2 3 4 5 6 7)
- Technology and Information Security Risk
- (B) Sustainability Risk (1 2 3 4 5 6 7)
- Business Continuity (1 2 3 4 5 6 7)
- Compliance Oversight and Advisory (1 2 3 4 5 6 7)
- Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)
- Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)

Career Pathways

- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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   Islamic Corporate and Commercial Banking
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5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Anti-Money Laundering (AML)/Counter-Financing of Terrorism (CFT)/Counter Proliferation Financing (CPF)**
Job Purpose	Develop policies to prevent money laundering and illegal activities as well as investigate suspicious activities

Job Description

- Develop and maintain AML/CFT prevention strategies and frameworks in accordance with the prevailing legislative rules and regulatory guidelines and leveraging screening systems
- Review accounts flagged for suspicious activities, based on transaction reports and promptly escalate the confirmed cases
- Liaise with relevant regulatory bodies, government agencies and financial institutions on matters related to AML/CFT

Prime Skills

- Anti-Money Laundering
- Customer Screening and Onboarding
- Internal Governance
- Predictive Modelling

Career Pathways

- Artificial Intelligence, Ethics and System Governance
- Data Collection and Analytics
- Monitoring and Surveillance
- Product Design and Development
- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Partnership Management
- Regulatory Compliance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

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Prime Skills

- Research and Information Synthesis
- Shariah Compliance

Career Pathways

- Risk Governance
- Risk Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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   - Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B Know Your Customer (KYC)/Customer Due Diligence (CDD) 1 2 3 4 6	Client/Account Management 1 2 3 4 6	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations 6 7
Underwriter	Risk Surveyor/ Engineering	Policy Management	Claims Management	Claims Adjuster/ Claims Investigation	Third Party Management

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** 1 2 3 4 5
- **Card Operations** 1 2 3 4 5
- B **Transaction Operations** 1 2 3 4
- **Collection and Recovery Operations** 1 2 3 4 5
- B **Investment Operations and Securities Services** 1 2 3 4 5
- **Trade Finance Operations** 1 2 3 4 5
- B **Treasury Operations** 1 2 3 4 5
- **Risk and Control Management** 1 2 3 4 5 6 7
- B **Project Management and Change Experience** 1 2 3 4 5 6 7
- B **Operations and Process Excellence** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | **Governance, Risk and Compliance**

Career Pathways

- **Legal Advisory** — 1 2 3 4 5 6 7
- B **Corporate Secretarial** — 1 2 3 4 5 6 7
- **Administrative Support** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Anti-Bribery and Corruption (AB&C)**
Job Purpose	Develop policies to prevent AB&C and investigate suspicious activities

Job Description

- Develop and maintain AB&C prevention strategies and frameworks in accordance with the prevailing legislative rules and regulatory guidelines, by leveraging screening systems
- Monitor the adequacy and adherence of AB&C procedures
- Conduct bribery and corruption risk assessment on products and workflows and provide recommendations
- Conduct horizon scanning for the internal and external risk events to ensure bribery and corruption risks are appropriately identified and addressed
- Evaluate and advise on reputational and regulatory risk arising from customers, third parties and transactions in accordance with relevant risk management frameworks

Prime Skills

Anti-Money Laundering	Data Collection and Analytics	Internal Governance	Regulatory Compliance
Business Planning and Needs Analysis	Data Storytelling and Visualisation	Monitoring and Surveillance	Research and Information Synthesis

Career Pathways

Customer Screening and Onboarding	Fraud Risk Management	Partnership Management	Risk Governance

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
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   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Anti-Bribery and Corruption (AB&C)**
Job Purpose	Develop policies to prevent AB&C and investigate suspicious activities

Job Description

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Prime Skills

- **Risk Management**
- **Shariah Compliance**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills: Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways	Prime Skills
Underwriter	B Know Your Customer (KYC)/Customer Due Diligence (CDD): 1 2 3 4 6
Risk Surveyor/ Engineering	Client/Account Management: 1 2 3 4 6
Policy Management	Business Process Support: 5 7
Claims Management	Branch Operations: 1 2 3 4 6
Claims Adjuster/ Claims Investigation	B Customer Service Support: 1 2 3 4 5 6 7
Third Party Management	Collection Operations: 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Credit and Lending** — 1 2 3 4 5
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- **Collection and Recovery Operations** — 1 2 3 4 5
- B **Investment Operations and Securities Services** — 1 2 3 4 5
- **Trade Finance Operations** — 1 2 3 4 5
- B **Treasury Operations** — 1 2 3 4 5
- **Risk and Control Management** — 1 2 3 4 5 6 7
- B **Project Management and Change Experience** — 1 2 3 4 5 6 7
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Legal Advisory: 1 2 3 4 5 6 7
- B Corporate Secretarial: 1 2 3 4 5 6 7
- Administrative Support: 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Fraud Management**
Job Purpose	Detect and investigate fraudulent activities as well as implement fraud prevention measures

Job Description

- Develop and implement proactive fraud prevention strategies, employee training and awareness programmes to keep the organisation ahead of emerging fraud trends
- Investigate and gather evidence based on reported suspicious transactions or activities identified within the organisation
- Collaborate with regulatory bodies and law enforcement agencies to manage confirmed fraud cases
- Investigate and report detected fraud to the Senior Management team and regulatory bodies

Prime Skills

Artificial Intelligence, Ethics and System Governance	Data Storytelling and Visualisation	Monitoring and Surveillance	Regulatory Compliance
Business Planning and Needs Analysis	Fraud Risk Management	Partnership Management	Research and Information Synthesis

Career Pathways

Data Collection and Analytics	Internal Governance	Predictive Modelling	Risk Governance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Fraud Management**
Job Purpose	Detect and investigate fraudulent activities as well as implement fraud prevention measures

Job Description

- Develop and implement proactive fraud prevention strategies, employee training and awareness programmes to keep the organisation ahead of emerging fraud trends
- Investigate and gather evidence based on reported suspicious transactions or activities identified within the organisation
- Collaborate with regulatory bodies and law enforcement agencies to manage confirmed fraud cases
- Investigate and report detected fraud to the Senior Management team and regulatory bodies

Prime Skills

- Risk Management
- Shariah Compliance

Career Pathways

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

1. Retail Banking
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   - Islamic Investment Banking
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Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | **Legal and Corporate Secretarial Services** | **Governance, Risk and Compliance**

Career Pathways

- **Legal Advisory** — 1 2 3 4 5 6 7
- B **Corporate Secretarial** — 1 2 3 4 5 6 7
- **Administrative Support** — 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
(B) Technology and Information Security Risk (1 2 3 4 5 6 7)	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

1. Retail Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit (1 2 3 4 5 6 7)
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Audit Strategy and Governance**
Job Purpose	Ensure alignment of audit activities with organisational objectives and quality standards to maintain effective oversight and risk management

Job Description

- Develop and maintain audit methodology and operations manual
- Develop mechanism to monitor and report progress of audit plans and activities, including quality of audit activities
- Conduct quality assurance review to assess quality of audit activities, findings and recommendations to ensure compliance with international audit standards and guidelines
- Collaborate with audit teams to close gaps and implement corrective and preventive action to meet audit quality standards
- Report audit findings and recommend corrective and preventive action to the Board Audit Committee, Shariah Committee and Senior Management team

Prime Skills

Audit Quality Assurance	Business Planning and Needs Analysis	Crisis and Disaster Recovery Management	Internal Audit
Business Continuity Management	Carbon Markets and Decarbonisation Strategies Management	Data Collection and Analytics	Internal Governance

Career Pathways

Business Continuity Planning	Climate Change Management	Data Storytelling and Visualisation	Partnership Management

Click here to view the Power Skills required for all job roles.

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Sub-Sectors

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Job Cluster	**Governance, Risk and Compliance**
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Prime Skills

Portfolio and Investment Risk Management	Research and Information Synthesis	Scenario Planning and Analysis
Product Design and Development	Risk Governance	Shariah Compliance

Career Pathways

Regulatory Compliance	Risk Management	Sustainability Reporting

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Know Your Customer (KYC)/Customer Due Diligence (CDD)
- Client/Account Management
- Business Process Support — 5, 7
- Branch Operations — 1, 2, 3, 4, 6
- B — Customer Service Support — 1, 2, 3, 4, 5, 6, 7
- Collection Operations
- Underwriter
- Risk Surveyor/ Engineering
- Policy Management — 6, 7
- B — Claims Management — 6, 7
- Claims Adjuster/ Claims Investigation
- Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking

2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking

3. Investment Banking
   - Islamic Investment Banking

4. Development Financial Institutions

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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- **Card Operations** — 1 2 3 4 5
- B **Transaction Operations** — 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** — 1 2 3 4 5 6 7
- Project Management and Change Experience
- B **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Sustainability Strategy** — 1 2 3 4 5 6 7
- B **Sustainability Engagement and Reporting** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

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   Islamic Investment Banking
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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
(B) Technology and Information Security Risk (1 2 3 4 5 6 7)	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

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Sub-Sectors

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance
- Business and Operations Audit (1 2 3 4 5 6 7)
- B Technology and Information Security Audit (1 2 3 4 5 6 7)
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Business and Operations Audit**
Job Purpose	Evaluate and assess the effectiveness of business controls and processes to minimise operational risks

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
- Conduct planned audits and identify deviations from internal policies and procedures and regulatory requirements, including Shariah principles and rulings issued by the Shariah Advisory Council and Shariah Committee
- Highlight process gaps and risks to improve the overall control environment
- Perform timely follow-up on issues highlighted and validate for issue closure
- Report significant audit findings and status of rectification to Board Audit Committee, Shariah Committee and Senior Management team
- Adopt and apply data analytics to gain better insights into business risks and controls environment

Prime Skills

Anti-Money Laundering	Business Continuity Management	Carbon Markets and Decarbonisation Strategies Management	Crisis and Disaster Recovery Management
Artificial Intelligence, Ethics and System Governance	Business Continuity Planning	Climate Change Management	Data Collection and Analytics

Career Pathways

Audit Quality Assurance	Business Planning and Needs Analysis	Credit Risk Management	Data Storytelling and Visualisation

Click here to view the Power Skills required for all job roles.

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Prime Skills

Enterprise Risk Management	Internal Governance	Predictive Modelling	Research and Information Synthesis
Fraud Risk Management	Partnership Management	Product Design and Development	Risk Governance

Career Pathways

Internal Audit	Portfolio and Investment Risk Management	Regulatory Compliance	Risk Management

Click here to view the Power Skills required for all job roles.

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Prime Skills

- **Shariah Compliance**
- **Sustainability Reporting**

Career Pathways

Click here to view the Power Skills required for all job roles.

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Know Your Customer (KYC)/Customer Due Diligence (CDD)	Client/Account Management	Business Process Support 5 7	Branch Operations 1 2 3 4 6	B Customer Service Support 1 2 3 4 5 6 7	Collection Operations								
Underwriter	Risk Surveyor/ Engineering	Policy Management 6 7	B Claims Management 6 7	Claims Adjuster/ Claims Investigation	Third Party Management								

Legend: A Emerging Role | B Evolving Role

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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- **Card Operations** — 1 2 3 4 5
- (B) **Transaction Operations** — 1 2 3 4
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- **Risk and Control Management** — 1 2 3 4 5 6 7
- Project Management and Change Experience
- (B) **Operations and Process Excellence** — 1 2 3 4 5 6 7

Legend: (A) Emerging Role (B) Evolving Role

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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Business and Operations Audit**
Job Purpose	Evaluate and assess the effectiveness of business controls and processes to minimise operational risks

Job Description

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- Adopt and apply data analytics to gain better insights into business risks and controls environment

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Category, Sourcing, Tender and Contract Management
- Tactical Buying (Spot Buy)
- Vendor Management
- Procurement Digitalisation/ Transformation
- **Procurement Governance and Continuous Improvement** (1 2 3 4 5 6 7)
- Sustainable Procurement

Legend: A Emerging Role | B Evolving Role

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Sub-Sectors

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- Perform timely follow-up on issues highlighted and validate for issue closure
- Report significant audit findings and status of rectification to Board Audit Committee, Shariah Committee and Senior Management team
- Adopt and apply data analytics to gain better insights into business risks and controls environment

Career Pathways

Prime Skills

Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | **Supply Chain and Procurement Management** | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

B **Sustainability Strategy**
1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting**
1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
2. Corporate and Commercial Banking
   Islamic Corporate and Commercial Banking
3. Investment Banking
   Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   Islamic Digital Banking
6. Insurance
   Takaful
7. Digital Insurance
   Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Business and Operations Audit**
Job Purpose	Evaluate and assess the effectiveness of business controls and processes to minimise operational risks

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
- Conduct planned audits and identify deviations from internal policies and procedures and regulatory requirements, including Shariah principles and rulings issued by the Shariah Advisory Council and Shariah Committee
- Highlight process gaps and risks to improve the overall control environment
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- Adopt and apply data analytics to gain better insights into business risks and controls environment

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Market Conduct Surveillance (1 2 3 4 5 6 7)
- Shariah Review (1 2 3 4 5 6 7)
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)
- Anti-Bribery and Corruption (1 2 3 4 5 6 7)
- Fraud Management (1 2 3 4 5 6 7)
- Audit Strategy and Governance (1 2 3 4 5 6 7)
- Business and Operations Audit
- Technology and Information Security Audit
- Shariah Audit (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation, etc.
- Conduct planned audits and identify deviations from internal policies and procedures, regulatory requirements, including Shariah principles and rulings issued by Shariah Advisory Council and Shariah Committee
- Highlight process gaps and risks to improve overall control environment
- Perform timely follow-up on issues highlighted and validate for issue closure
- Report significant audit findings and status of rectification to Board Audit Committee, Shariah Committee and Senior Management team
- Adopt and apply data analytics to gain better insights of business risks and controls environment
- Assess technology and information systems and their resilience against cyber threats and potential breaches, i.e., vulnerability assessment, penetration testing and ethical hacking

Prime Skills

- Artificial Intelligence, Ethics and System Governance
- Business Continuity Planning
- Data Collection and Analytics
- Enterprise Risk Management
- Audit Quality Assurance
- Business Planning and Needs Analysis
- Data Storytelling and Visualisation
- Fraud Risk Management

Career Pathways

- Business Continuity Management
- Crisis and Disaster Recovery Management
- Enterprise Architecture
- Internal Audit

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

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Prime Skills

Internal Governance	Penetration Testing	Research and Information Synthesis	Security Architecture
IT Audit	Product Design and Development	Risk Governance	Shariah Compliance

Career Pathways

Partnership Management	Regulatory Compliance	Risk Management	Technology Risk Management

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

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Job Clusters and Job Roles

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Prime Skills

- People Strategy
- Organisation Design and Workforce Management
- HR Business Advisory
- Sustainability and Employee Wellbeing
- Culture and People Engagement
- Learning and Development

Career Pathways

- Leadership Development and Succession Planning
- Career Advisory
- Workforce Mobility
- A Digital Transformation and Adoption (1 2 3 4 5 6 7)
- Workforce Analytics
- HR Operations (Shared Services)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
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   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation, etc.
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Employee Relations, Industrial Relations and Governance
- Compensation and Benefits
- Talent Sourcing and Recruitment
- Performance Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation, etc.
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | **People Advisory and Solutions** | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | **Governance, Risk and Compliance**

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk	Market and Liquidity Risk	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk	
B Technology and Information Security Risk (1 2 3 4 5 6 7)	Sustainability Risk	Business Continuity	Compliance Oversight and Advisory	Compliance Monitoring and Surveillance	Regulatory Compliance	

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Technology and Information Security Audit** — B Evolving Role
Job Purpose	Evaluate and assess the effectiveness of technology security against cyber threats and ensure compliance with regulations

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation, etc.
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Business and Operations Audit (1 2 3 4 5 6 7)
- Market Conduct Surveillance
- Shariah Review
- Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing
- Anti-Bribery and Corruption
- Fraud Management
- Audit Strategy and Governance
- Technology and Information Security Audit
- Shariah Audit

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Audit**
Job Purpose	Evaluate and assess the adherence of business practices and conduct to Shariah principles and guidelines to uphold compliance

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
- Conduct planned audits and identify deviations from internal policies and procedures and regulatory requirements, including Shariah principles and rulings issued by the Shariah Advisory Council and Shariah Committee
- Highlight process gaps and risks to improve the overall control environment
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- Report significant audit findings and status of rectification to Board Audit Committee, Shariah Committee and Senior Management team
- Adopt and apply data analytics to gain better insights into business risks and controls environment

Prime Skills

- Audit Quality Assurance
- Data Storytelling and Visualisation
- Partnership Management
- Regulatory Compliance

Career Pathways

- Business Planning and Needs Analysis
- Internal Audit
- Portfolio and Investment Risk Management
- Research and Information Synthesis
- Data Collection and Analytics
- Internal Governance
- Product Design and Development
- Risk Governance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
4. Development Financial Institutions
5. Digital Banking
   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Audit**
Job Purpose	Evaluate and assess the adherence of business practices and conduct to Shariah principles and guidelines to uphold compliance

Job Description

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Prime Skills

- Risk Management
- Shariah Audit

Career Pathways

- Shariah Compliance

Click here to view the Power Skills required for all job roles.

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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   Islamic Corporate and Commercial Banking
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Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Know Your Customer (KYC)/Customer Due Diligence (CDD)
- Client/Account Management
- **Business Process Support** — 5, 7
- **Branch Operations** — 1, 2, 3, 4, 6
- B **Customer Service Support** — 1, 2, 3, 4, 5, 6, 7
- Collection Operations
- Underwriter
- Risk Surveyor/ Engineering
- **Policy Management** — 6, 7
- B **Claims Management** — 6, 7
- Claims Adjuster/ Claims Investigation
- Third Party Management

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
2. Corporate and Commercial Banking
   - Islamic Corporate and Commercial Banking
3. Investment Banking
   - Islamic Investment Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Audit**
Job Purpose	Evaluate and assess the adherence of business practices and conduct to Shariah principles and guidelines to uphold compliance

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | **Integrated Operations Management** | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- Credit and Lending
- Card Operations (1 2 3 4 5)
- B Transaction Operations (1 2 3 4)
- Collection and Recovery Operations
- Investment Operations and Securities Services
- Trade Finance Operations
- Treasury Operations
- Risk and Control Management (1 2 3 4 5 6 7)
- B Project Management and Change Experience (1 2 3 4 5 6 7)
- B Operations and Process Excellence (1 2 3 4 5 6 7)

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1 • Retail Banking • Islamic Retail Banking

2 • Corporate and Commercial Banking • Islamic Corporate and Commercial Banking

3 • Investment Banking • Islamic Investment Banking

4 • Development Financial Institutions

5 • Digital Banking • Islamic Digital Banking

6 • Insurance • Takaful

7 • Digital Insurance • Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | **Sustainability Management** | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

B **Sustainability Strategy** 1 2 3 4 5 6 7

B **Sustainability Engagement and Reporting** 1 2 3 4 5 6 7

Legend: A Emerging Role B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
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Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Audit**
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

- B **Shariah Advisory and Research** — 1 2 3 4 5 6 7
- **Shariah Committee Secretariat** — 1 2 3 4 5 6 7
- B **Shariah Talent Development** — 1 2 3 4 5 6 7

Legend: A Emerging Role | B Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   Islamic Retail Banking
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   Islamic Corporate and Commercial Banking
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Job Cluster	**Governance, Risk and Compliance**
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Job Purpose	Evaluate and assess the adherence of business practices and conduct to Shariah principles and guidelines to uphold compliance

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
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Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Enterprise Risk Management (1 2 3 4 5 6 7)	Risk Modelling and Validation (1 2 3 4 5 6 7)	Credit Risk (1 2 3 4 5 6 7)	Market and Liquidity Risk (1 2 3 4 5 6 7)	Operational Risk (1 2 3 4 5 6 7)	Shariah Risk (1 2 3 4 5 6 7)
Technology and Information Security Risk	(B) Sustainability Risk (1 2 3 4 5 6 7)	Business Continuity (1 2 3 4 5 6 7)	Compliance Oversight and Advisory (1 2 3 4 5 6 7)	Compliance Monitoring and Surveillance (1 2 3 4 5 6 7)	Regulatory Compliance (1 2 3 4 5 6 7)

Legend: (A) Emerging Role (B) Evolving Role

Back to Governance, Risk and Compliance Overview

Sub-Sectors

1. Retail Banking
   - Islamic Retail Banking
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   - Islamic Corporate and Commercial Banking
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   - Islamic Investment Banking
4. Development Financial Institutions
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   - Islamic Digital Banking
6. Insurance
   - Takaful
7. Digital Insurance
   - Digital Takaful

Job Cluster	**Governance, Risk and Compliance**
Job Role	**Shariah Audit**
Job Purpose	Evaluate and assess the adherence of business practices and conduct to Shariah principles and guidelines to uphold compliance

Job Description

- Perform risk assessment and develop risk-based audit plans and value-added activities (e.g., stakeholder engagement, project participation)
- Conduct planned audits and identify deviations from internal policies and procedures and regulatory requirements, including Shariah principles and rulings issued by the Shariah Advisory Council and Shariah Committee
- Highlight process gaps and risks to improve the overall control environment
- Perform timely follow-up on issues highlighted and validate for issue closure
- Report significant audit findings and status of rectification to Board Audit Committee, Shariah Committee and Senior Management team
- Adopt and apply data analytics to gain better insights into business risks and controls environment

Job Clusters and Job Roles

Prime Skills

Sales and Distribution Channels | Customer Relations and Advisory Services | Actuarial Management | Product Innovation and Management | Integrated Operations Management | Digital, Data and IT Operations | Finance Management and Operations | Supply Chain and Procurement Management | People Advisory and Solutions | Branding, Marketing and Communications | Sustainability Management | Islamic Finance and Shariah Advisory | Legal and Corporate Secretarial Services | Governance, Risk and Compliance

Career Pathways

Market Conduct Surveillance (1 2 3 4 5 6 7)	Shariah Review (1 2 3 4 5 6 7)	Anti-Money Laundering/ Counter Financing of Terrorism/Counter Proliferation Financing (1 2 3 4 5 6 7)	Anti-Bribery and Corruption (1 2 3 4 5 6 7)	Fraud Management (1 2 3 4 5 6 7)	Audit Strategy and Governance (1 2 3 4 5 6 7)
Business and Operations Audit (1 2 3 4 5 6 7)	Technology and Information Security Audit	Shariah Audit			

Legend: A Emerging Role | B Evolving Role

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Category	12 Skills Clusters	
10 Prime Skills Clusters 142 technical skills of priority that are job role-specific	**Branding and Communications** *3 skills* Build and maintain a strong and recognisable brand that aligns with organisational objectives, enhancing brand presence and fostering customer loyalty	**Customer Experience Management** *6 skills* Drive customer satisfaction, loyalty and advocacy for the organisation by having a customer first mindset in delivering financial products and services
	Digital and Data Integration *25 skills* Leverage emerging digital technologies and fintech solutions to improve operational efficiency and customer experience, while effectively managing data governance and security	**Financial Products and Services** *12 skills* Create and deliver innovative and customised financial products and services to meet the needs of diverse customers
	Growth and Partnerships *12 skills* Formulate and implement strategies to drive business growth and leverage partnerships across the broader ecosystem	**Investment and Financial Management** *25 skills* Maximise organisations' returns, while considering risk tolerance, market conditions and regulatory requirements to make informed investment decisions and financial strategies
	People Management and Development *13 skills* Attract and retain talents via initiatives aimed to enhance employee experience by fostering a motivated, skilled and satisfied workforce	**Procurement Management** *5 skills* Strategically procure products and services, ensuring operational efficiency, cost reduction and organisational sustainability
	Risk Management, Governance and Regulatory Compliance *31 skills* Promote a culture of risk mitigation and compliance to safeguard organisations' assets, reputation and stakeholders' interest	**Sustainable Finance and Insurance** *10 skills* Strategise and integrate Environment, Social and Governance (ESG) considerations into financial products and services to achieve organisations' ESG related goals
2 Power Skills Clusters 15 fundamental skills required for all job roles, complementing Prime Skills	**Innovation and Delivery** *9 skills* Skills that enable individuals to be creative, adapt effectively to changing circumstances and elevate personal effectiveness to drive results	**Social Intelligence** *6 skills* Skills that enable individuals to effectively understand different perspectives, collaborate with one another to achieve common goals and develop others

Click **here** to refer to the skill proficiency level description.

Click **here** to view the 'FSF Glossary' for key definitions.

Click **here** to view the 'How to Use' navigation guide.

Prime Skill Cluster | **Branding and Communications**

Definition | Build and maintain a strong and recognisable brand that aligns with organisational objectives, enhancing brand presence and fostering customer loyalty

Skills

- Brand Management
- Content Strategy and Development
- Public Relations Management

Click on each skill to view details.

Back to Skill Overview

Prime Skill Cluster | **Customer Experience Management**

Definition | Drive customer satisfaction, loyalty and advocacy for the organisation by having a customer first mindset in delivering financial products and services

Skills

- Account Management
- Customer Acquisition and Retention Management
- Customer Experience Design
- Customer Profiling
- Customer Relationship Management
- Customer Screening and Onboarding

Click on each skill to view details.

Back to Skill Overview

Prime Skill Cluster | **Digital and Data Integration**

Definition | Leverage emerging digital technologies and fintech solutions to improve operational efficiency and customer experience, while effectively managing data governance and security

Skills

Application Programming Interface (API) Management	Artificial Intelligence (AI) Management	Big Data Analytics	Cloud Computing	Coding
Data Cleansing and Warehousing	Data Collection and Analytics	Data Engineering	Data Governance	Data Protection
Data Storytelling and Visualisation	DevSecOps	Emerging Technology Synthesis	Enterprise Architecture	Infrastructure Development
Penetration Testing	Predictive Modelling	Process Automation	Prototyping	Security Architecture
Security Monitoring	Software Development and Testing	Threat Intelligence and Management	Troubleshooting	User Interface and User Experience Design

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster

Financial Products and Services

Definition

Create and deliver innovative and customised financial products and services to meet the needs of diverse customers

Skills

- Demand and Supply Analysis
- Marketing
- Personal Finance Advisory
- Pricing Strategy
- Product Advisory
- Product Branding
- Product Design and Development
- Product Performance Management
- Quality Assurance
- Sales Strategy
- Sales Target Management
- Underwriting Management

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster | ## Growth and Partnerships

Definition | Formulate and implement strategies to drive business growth and leverage partnerships across the broader ecosystem

Skills

- Business Opportunities Development
- Business Performance Management
- Business Planning and Needs Analysis
- Continuous Improvement and Process Re-Engineering
- Disruption Management
- Global Perspectives
- Market Profiling
- Partnership Management
- Project Management
- Research and Information Synthesis
- Scenario Planning and Analysis
- Shariah Research

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster | **Investment and Financial Management**

Definition | Maximise organisations' returns, while considering risk tolerance, market conditions and regulatory requirements to make informed investment decisions and financial strategies

Skills

Accounts Payable Management	Accounts Receivable Management	Behavioural Finance	Block Trading	Budget Management
Capital Expenditure and Investment Evaluation	Capital Management	Capital Raising	Cash Flow Management	Client Investment Suitability
Credit Assessment	Financial Analysis and Modelling	Financial Planning	Financial Reporting	Financial Transactions
Fund Accounting	Insurance Claims Processing	Internal Control	Islamic Wealth Management	Liquidity Management
Mergers and Acquisitions	Tax Advisory	Tax Compliance	Trade Finance Management	Valuation

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster | **People Management and Development**

Definition | Attract and retain talents via initiatives aimed to enhance employee experience by fostering a motivated, skilled and satisfied workforce

Skills

- Compensation and Benefits
- Employee Engagement Management
- Employee Experience Design
- Employee Performance Management
- Employer Branding
- Industrial Relations
- Learning Management
- Onboarding and Offboarding
- Organisational Culture Development
- Organisational Design
- Succession Planning
- Talent Acquisition and Recruitment
- Workforce Planning

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster | **Procurement Management**

Definition | Strategically procure products and services, ensuring operational efficiency, cost reduction and organisational sustainability

Skills

- Category Management
- Contract and Vendor Management
- Digital Procurement
- Strategic Sourcing
- Sustainable Procurement

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster

Risk Management, Governance and Regulatory Compliance

Definition

Promote a culture of risk mitigation and compliance to safeguard organisations' assets, reputation and stakeholders' interest

Skills

- Anti-Money Laundering
- Artificial Intelligence, Ethics and System Governance
- Audit Quality Assurance
- Business Continuity Management
- Business Continuity Planning
- Credit Risk Management
- Crisis and Disaster Recovery Management
- Enterprise Risk Management
- Fraud Risk Management
- Internal Audit
- Internal Governance
- IT Audit
- Legal Advisory
- Legal Drafting
- Litigation Management
- Market and Liquidity Risk Management
- Meeting Management
- Minute Writing
- Monitoring and Surveillance
- Operational Risk Management
- Policy Implementation and Revision
- Portfolio and Investment Risk Management
- Regulatory Compliance
- Risk Governance
- Risk Management
- Risk Modelling and Validation
- Shariah Audit
- Shariah Compliance
- Shariah Risk Management
- Sustainability Risk Management
- Technology Risk Management

Click on each skill to view details.

Back to Skills Overview

Prime Skill Cluster

Sustainable Finance and Insurance

Definition

Strategise and integrate Environment, Social and Governance (ESG) considerations into financial products and services to achieve organisations' ESG related goals

Skills

- Carbon Markets and Decarbonisation Strategies Management
- Climate Change Management
- Impact Indicators, Measurement and Reporting
- Natural Capital Management
- Non-Financial Industry Sustainability Development
- Sustainability Reporting
- Sustainable Finance Instruments Structuring
- Sustainable Insurance and Re-Insurance Solutions and Applications
- Sustainable Investment Management
- Sustainable Stewardship Development

Click on each skill to view details.

Back to Skills Overview

Power Skill Cluster | **Innovation and Delivery**

Definition | Skills that enable individuals to be creative, adapt effectively to changing circumstances and elevate personal effectiveness to drive results

Skills

- Adaptability and Resiliency
- Business Acumen
- Change Management
- Critical Thinking
- Digital Fluency
- Innovative Thinking
- Learning Agility
- Problem-Solving
- Sustainability Awareness

Click on each skill to view details.

Back to Skills Overview

Power Skill Cluster | ## Social Intelligence

Definition | Skills that enable individuals to effectively understand different perspectives, collaborate with one another to achieve common goals and develop others

Skills

- Coaching and Mentoring
- Collaboration
- Communication
- Conflict Management
- Empathy
- Influencing and Negotiating

Click on each skill to view details.

Back to Skills Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Branding and Communications

View Programmes

Skill

Brand Management *(Code: FSF_PR001)*

Definition

Develop, implement and manage the organisation's identity and reputation to differentiate the organisation in the competitive market, and foster customer loyalty

Level 1

- Understand the fundamental concepts and terminology of brand management
- Conduct market analysis to understand brand positioning and customer perception
- Familiarise with the company's brand guidelines and standards

Level 2

- Implement brand strategies across various channels, ensuring alignment with the organisation's image and priorities
- Ensure brand consistency across all touchpoints, identifying and addressing deviations
- Monitor brand Key Performance Indicators (KPIs) and prepare reports to management

Level 3

- Develop and execute brand management strategies that aligns with organisational goals, enhancing brand identity, reputation and customer experience
- Conduct regular brand perception surveys on the organisation's reputation on social media and other platforms
- Conduct in-depth market research to identify brand opportunities, challenges, and emerging trends
- Identify opportunities to leverage technology for targeted brand communication with customer segments

Level 4

- Develop and implements data-driven brand management strategies using technology
- Integrate brand management tools with other marketing and customer data platforms
- Identify and evaluates the potential of emerging technologies to enhance brand storytelling and customer engagement

Level 5

- Shape and articulate a clear and inspiring brand vision that drives organisational goals and aligned with the overall organisation business strategy
- Develop and implement a digital brand roadmap aligned with the overall organisational's business strategy and innovation goals
- Collaborate with IT teams to ensure seamless integration and data flow across brand management platforms

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Skills Category

Prime Skills | Power Skills

Skill Cluster

Branding and Communications

View Programmes

Skill Content Strategy and Development *(Code: FSF_PR002)*

Definition Plan, create, and manage content across multiple platforms to achieve specific business goals

Level 1

- Understand fundamental concepts and terminology of content strategy and development
- Conduct basic content development tasks such as proofreading, formatting, and uploading content to various platforms
- Familiarise with the organisation's content guidelines and standards

Level 2

- Create and curate brand content including articles, blog posts, social media updates, and email newsletters, ensuring alignment with brand guidelines
- Develop and maintain the marketing content calendar, ensuring timely publication and consistency
- Track content performance metrics and assists in analysing the effectiveness of content strategies

Level 3

- Develop and implement content strategies that align with organisational goals and target audience needs
- Create high-quality, compelling content (e.g., articles, infographics and videos) for various platforms, tailored to different audience segments
- Manage content distribution across multiple channels, ensuring maximum reach and engagement
- Utilise content collaboration tools for efficient content creation and review processes

Level 4

- Develop integrated content strategies that aligned with marketing and corporate communication efforts, ensuring a cohesive brand message
- Manage brand consistency and adaptation for global markets, considering cultural nuances and regulatory requirements
- Collaborate with internal and external stakeholders to ensure content supports the organisation's broader business objectives and initiatives

Level 5

- Develop and implement a digital content roadmap aligned with the overall content marketing strategy and business objectives
- Shape and articulate a clear and inspiring content vision that drives organisational goals and aligning with the overall business strategy
- Lead innovative content initiatives that push the boundaries of traditional content strategies

Back to Branding and Communications Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Branding and Communications

View Programmes

Skill **Public Relations Management** *(Code: FSF_PR003)*

Definition Develop Public Relations (PR) strategies and manage PR communications and activities to achieve organisational PR objectives

Level 1

- Understand basic Public Relations (PR) management concepts and tools
- Schedule and distribute press releases and other PR content to key parties (e.g., news outlets) using relevant platforms
- Understand the many aspects of PR such as investor relations, customer relations, crisis communication, government relations, employee relations and community relations

Level 2

- Develop PR content (e.g., press kits, articles, newsletters and announcements) using relevant software
- Support PR efforts and respond to basic inquiries from external parties (e.g., public, investors and government)
- Analyse data reports generated by media monitoring tools (e.g., media mentions, sentiment analysis)

Level 3

- Collaborate with internal and external stakeholders to ensure cohesive and aligned brand communication
- Create and manage targeted audience (e.g., public, media and communities) for press outreach campaigns
- Develop and execute social media strategies for PR purposes
- Analyse social media engagement metrics and adapt PR strategies accordingly
- Utilise email marketing tools for targeted communication with journalists and influencers

Level 4

- Develop and implement brand crisis management strategies to protect and restore brand reputation during adverse events
- Engage with a wide range of stakeholders, including customers, investors, regulators and community groups, to build strong relationships and trust
- Monitor online conversations and trends regarding the organisation to proactively address potential PR issues

Level 5

- Develop and implement a digital PR roadmap aligned with the overall organisational communication strategy and business objectives
- Lead the organisation's PR efforts, articulating a clear and inspiring PR vision to key stakeholders
- Lead the organisation through high-stakes crises with effective communication strategies that mitigate damage and restore reputation

Back to Branding and Communications Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill

Account Management *(Code: FSF_PR004)*

Definition

Manage and maintain relationships with specific customers or set of accounts, including in-depth customer engagement as well as provision of quality solutions and services to address customers' needs efficiently

Level 1

- Share basic understanding of the organisation's products and services with customers
- Conduct sales activities for assigned customers or accounts
- Execute day-to-day administrative activities for sales, including handling and management of sales contracts, systems, transactions and documentation

Level 2

- Interact effectively with customers and provide quality customer service
- Provide suitable product and service solutions to address customer needs
- Process feedback from customers to gain insight into customer or account requirements

Level 3

- Maintain personalised interactions, proactive communications and attentive listening to key accounts
- Monitor timely and provide effective resolution for issues raised by key accounts
- Develop account plans for key accounts, outlining key growth and retention strategies and initiatives

Level 4

- Establish customer account management framework to evaluate and enhance customer satisfaction
- Oversee execution of strategic account plans and monitor impact to the organisation's sales and business performance
- Review effectiveness of account management activities across customers, agencies and geographies

Level 5

- Establish organisational objectives and key performance indicators (KPIs) in managing customer accounts
- Foresee market trends and align account strategies with the organisation's value proposition, maintaining high customer satisfaction
- Lead cross-functional collaboration across internal teams or departments, ensuring a unified customer experience and resolution of customer issues

Back to Customer Experience Management Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill

Customer Acquisition and Retention Management *(Code: FSF_PR005)*

Definition

Develop customer acquisition and retention strategies and execute targeted initiatives and campaigns to drive sales conversion and maximise customer satisfaction

Level 1

- Understand the behaviour, needs and preferences of each customer segment
- Understand conversion process across various channels and common challenges
- Analyse the success of customer acquisition efforts and interpret relevant insights

Level 2

- Execute customer acquisition initiatives and identify areas of improvement
- Analyse customer feedback to enhance customer experience and conversion optimisation
- Generate leads based on targeted customer characteristics

Level 3

- Plan and deploy a mix of marketing tactics, including digital marketing to generate awareness and attract prospects
- Develop customer acquisition initiatives to acquire new customers
- Maintain, develop and nurture customer relationships by ensuring confidentiality to increase credibility

Level 4

- Identify emerging marketing technologies and trends to incorporate innovative approaches into customer acquisition strategies
- Lead development and evaluation of customer acquisition strategies and plan
- Define and monitor Key Performance Indicators (KPIs) to measure effectiveness of customer acquisition initiatives and refine as needed

Level 5

- Lead development and execution of sustainable multi-channel customer acquisition strategies and plan
- Anticipate customer needs and personalise acquisition approaches for increased customer satisfaction
- Evaluate alignment of customer acquisition strategies to the organisation's value proposition and as differentiator from external competitors

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Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill

Customer Experience Design *(Code: FSF_PR006)*

Definition

Understand, design and consistent deliver satisfying customer experience that meets or exceeds expectations at every touchpoint throughout the customer journey

Level 1

- Understand key customer touchpoints and knowledge of customer expectations
- Leverage organisational resources when engaging with customers over multiple platforms
- Understand common customer issues and solutions, and identify frequently asked questions by customers
- Contribute ideas and responses to customers' queries and requests

Level 2

- Understand end-to-end customer journey, covering all touchpoints and interactions across multiple channels
- Analyse trends and patterns in customer behaviour to uncover customer requirements and identify potential business opportunities
- Apply best-fit conflict resolution techniques when handling objections and conflicts

Level 3

- Evaluate customer feedback to identify service gaps in existing customer service
- Propose recommendations to improve customer experience throughout customer lifecycle
- Manage seamless customer experience that can easily transition between channels to offer a consistent and omni-channel experience

Level 4

- Synthesise external market practices with existing customer demands to align with the organisation's strategic goals
- Evaluate proposed recommendations for mitigating gaps in current service standards and its impact on customer value proposition
- Formulate comprehensive customer experience strategies aligning with organisational objectives

Level 5

- Establish strategic alliances and partnerships to enhance customer experience offerings and innovate customer journeys
- Forecast future trends in customer expectations, enabling proactive adjustments to customer journey strategies
- Promote a mindset of agility and adaptability, ensuring the organisation can pivot rapidly in response to changing customer needs and market dynamics

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Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill

Customer Profiling *(Code: FSF_PR007)*

Definition

Utilise data to segment customer base to create a targeted and personalised marketing strategy and portfolio, based on the understanding of customer's needs, behaviour and preferences

Level 1

- Collect and organise customer data to create customer profiles
- Empathise with customers and understand their perspectives and expectations
- Identify and segment customer groups

Level 2

- Analyse customer data to uncover insights about customer behaviour and preferences and segment customers into well-defined categories based on set criteria
- Utilise data analysis to develop detailed customer personas
- Map relevant products and services to identify customer segments according to customer characteristics

Level 3

- Identify touchpoints and effective channels to interact with customer segment throughout the customer journey
- Implement and adjust customer segmentation strategies to changing market dynamics and demands
- Implement and integrate marketing and sales strategies in line with customer's profile

Level 4

- Formulate effective targeted marketing, communication and customer profiling strategies
- Devise long-term customer segmentation roadmaps that adapt to market changes and evolving customer expectations
- Oversee marketing performance to measure effectiveness of initiatives and activities

Level 5

- Establish frameworks and criteria for customer profiling and segmentation
- Enhance customer acquisition and retention efforts by leveraging customer profiling insights and expertise
- Foster collaboration with cross-functional teams to align customer profiling efforts with overall business strategies

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Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill Definition

Customer Relationship Management *(Code: FSF_PR008)*

Manage customer interactions and relationships throughout customer lifecycle with the goal of improving business relationships with customers, assisting in customer retention and driving sales growth

Level 1

- Understand products and services to address customer inquiries and offer appropriate solutions
- Maintain effective regular communication with customers and collect and check customer information against existing controls
- Utilise customer relationship management (CRM) tools to log customer interactions, update record and retrieve customer information

Level 2

- Engage customers to ensure that the organisation's products and services meet customers' needs
- Utilise CRM tools to track and manage prospective customers, accounts and opportunity pipeline
- Analyse marketing efforts and their impact on customer relationships and sales forecast

Level 3

- Identify opportunities for upselling and cross-selling through customer engagement
- Oversee customer data management to ensure accuracy, completeness and security of customer data, and inform data-driven customer insights
- Consolidate and communicate insights from CRM data to enhance sales processes

Level 4

- Evaluate Return on Investments (ROIs) of customer relationships and marketing and communication strategies, to develop appropriate customer account plan
- Oversee the optimisation of CRM tools and technologies
- Formulate CRM plan to keep customers engaged and connected with the organisation, taking into consideration customer preferences and market trends

Level 5

- Lead identification of current and emerging trends, technologies, competitive landscape and customer expectations to enhance customer relationship management capabilities
- Drive optimisation of CRM tools and technologies to achieve customer acquisition, engagement, retention, loyalty and conversion across all channels and platforms
- Assess and recommend investments in CRM capability areas

Back to Customer Experience Management Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Customer Experience Management

View Programmes

Skill Customer Screening and Onboarding *(Code: FSF_PR009)*

Definition Verify the eligibility and sustainability of customers via an efficient and seamless checking and onboarding experience

Level 1

- Understand checking and customer requirements, and onboarding process
- Check documents for validity and relevance and ensure they are sufficient for needs of the situation
- Communicate standard customer acceptance checking and onboarding process and guidelines to customers as well as address frequency asked questions

Level 2

- Conduct Know Your Customer (KYC)/Anti-Money Laundering (AML)/Customer Due Diligence (CDD) and business partner analysis checks
- Perform fraud risk assessments using established fraud detection procedures
- Conduct onboarding interviews and assessments in line with pre-determined policies

Level 3

- Review documented evidence for accuracy and against self-assessed KYC/AML/CDD checklists for customer approvals
- Execute acceptance checks and assessments of customers' suitability
- Conduct monitoring of customer accounts for irregular or fraudulent activities

Level 4

- Manage knowledge base and training on risk assessment techniques, customer due diligence process and regulatory requirements
- Oversee periodic customer account reviews to ensure regulatory compliance and reassess risk that may impact the organisation's risk profile
- Drive continuous improvement to streamline or automate customer acceptance checking and onboarding processes and procedures

Level 5

- Establish frameworks and guidelines for customer acceptance checking and customer onboarding procedures
- Anticipate future compliance requirements by staying abreast of industry trends
- Oversee implementation of periodic monitoring and review of customer base to determine risks and impact on customer retention

Back to Customer Experience Management Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill Application Programming Interface (API) Management *(Code: FSF_PR010)*

Definition Design, deploy, monitor and maintain different software applications or systems by leveraging Application Programming Interfaces (APIs)

Level 1

- Demonstrate knowledge and understanding of Application Programming Interfaces (APIs) and how they work
- Perform basic data retrieval and display using APIs
- Troubleshoot basic APIs integration issues

Level 2

- Integrate APIs into simple applications or websites
- Coordinate authentication and authorisation for APIs access
- Implement basic error handling for APIs responses
- Maintain documentation on APIs, including detailed descriptions of the various components and use cases

Level 3

- Integrate multiple APIs to create complex applications and develop custom scripts or code for APIs interactions
- Monitor and analyse APIs performance measures to identify bottlenecks and performance improvements
- Design and implement a complex APIs integration solution to connect multiple financial systems and expose data to various consumers

Level 4

- Formulate APIs integration for large-scale applications
- Optimise APIs usage for performance and efficiency
- Develop robust error-handling mechanisms and resilience in APIs integration
- Plan and communicate APIs versioning to manage minimal disruption in live applications

Level 5

- Direct complex APIs integration projects
- Develop APIs frameworks and libraries for the organisation
- Design and implement APIs integration solutions that are scalable, secure and reliable

Back to Digital and Data Integration Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill

Artificial Intelligence (AI) Management *(Code: FSF_PR011)*

Definition

Leverage artificial intelligence (AI) technologies to analyse large volumes of data, enhance customer experiences, automate tasks, improve predictions and decision-making, while also establishing ethical AI standards across the organisation, in line with industry norms

Level 1

- Demonstrate knowledge and understanding of (AI) concepts and principles
- Identify and gather relevant data for AI projects
- Monitor the performance of simple AI models

Level 2

- Build and train simple AI models by using pre-trained models or basic machine learning techniques
- Deploy AI models into test environments
- Assist in developing basic AI strategies for specific business problems

Level 3

- Design and implement AI solutions for complex business problems
- Manage AI projects from start to finish, including planning, execution and resource allocation
- Evaluate the ethical and governance implications of AI solutions

Level 4

- Drive innovation in AI applications by staying updated on emerging technologies and identifying new opportunities
- Lead the development and deployment of AI strategies, aligning with overall business objectives
- Develop AI governance frameworks and policies

Level 5

- Oversee the development and deployment of AI systems across the entire organisation
- Represent the organisation in AI matters, including interacting with regulators, negotiating with AI vendors and speaking at industry conferences
- Shape the future of AI by identifying and addressing emerging challenges, advocating for responsible development and influencing AI policy

Back to Digital and Data Integration Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill Definition

Big Data Analytics *(Code: FSF_PR012)*

Utilise advanced techniques to process, analyse and interpret extensive and complex datasets to produce actionable insights and recommendations to support decision-making

Level 1

- Demonstrate basic knowledge of big data, data types and analytical methods
- Assist in designing, developing and supporting big data applications
- Assist in data processing, analysis and visualisation

Level 2

- Utilise big data platforms to perform foundational tasks
- Research scalable frameworks and algorithms for data stream computing and resource allocation
- Develop applications using large databases and infrastructure to store and analyse data

Level 3

- Formulate a comprehensive big data infrastructure that utilises a variety of software tools for big data analytics
- Use appropriate data models depending on the type of data
- Work with scalable frameworks and algorithms that will accommodate data stream computing mode and effective resource allocation to cope with the size and complexity of big data

Level 4

- Integrate the latest trends and technologies in the realm of big data into organisational processes
- Apply machine learning techniques for data modelling and analysis and manage the utilisation of big data and streaming tools to improve organisational processes and decision-making
- Test scalable data stream computing frameworks and algorithms and allocate resources effectively for big data

Level 5

- Lead the team in comprehensive big data management and drive the adoption of the latest trends and technologies in the big data field
- Encompass complex dataset and advanced analytics techniques in big data management
- Define scalable big data, streaming frameworks and algorithms for efficient resource allocation, and gain insights to meet business requirements

Back to Digital and Data Integration Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill Definition

Cloud Computing *(Code: FSF_PR013)*

Evaluate and manage applications, data storage and computing power in a cloud environment to enhance business performance and security of IT systems

Level 1

- Demonstrate understanding of basic cloud solutions and services (cloud storage, software as a service, infrastructure as a service)
- Support cloud implementation
- Identify the features, advantages and disadvantages of cloud solutions

Level 2

- Deploy cloud solutions and resolve cloud integration issues
- Set up environment for the implementation of cloud solutions in accordance with user requirements
- Run tests for cloud solutions to minimise integration-related issues
- Escalate unresolved issues related to implementation of cloud solutions

Level 3

- Develop plan to implement cloud solutions
- Assess the performance of cloud solutions based on expected business needs, usage and traffic volume
- Draft specifications for cloud solutions to address usage, performance and security requirements
- Resolve escalated issues related to implementation of cloud solutions

Level 4

- Evaluate organisational requirements and business needs for cloud solutions
- Evaluate new and emerging cloud solutions to determine their efficacy and suitability against organisational requirements
- Review the performance of cloud solutions
- Identify and mitigate security risks associated with cloud computing, ensuring adherence to compliance laws and regulations

Level 5

- Establish actionable strategy plan and policies for the introduction and adoption of cloud solutions across the organisation
- Project current and future cloud computing requirements, based on business direction and organisational priorities
- Lead in migrating and integrating applications and databases from the traditional infrastructure to the cloud and between different cloud environments

Back to Digital and Data Integration Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill Coding *(Code: FSF_PR014)*

Definition Understand and write codes in one or more programming languages to design, modify and debug computer programmes

Level 1

- Support identification of opportunities to design algorithms, macros, programming and coding
- Gather information on programming languages that are available to satisfy business requirements
- Support documentation processes

Level 2

- Detect issues with macros, programmes and codes, and escalate them to relevant stakeholders
- Edit simple macros, programmes and codes to meet business needs
- Apply logic to translate business requirements to code

Level 3

- Write programmes and codes that are aligning with business requirements
- Draft and design overall coding frameworks as a guide for organising codes
- Assess written codes to identify errors and gaps to be addressed
- Test and debug codes to ensure workability

Level 4

- Review and propose overall coding best practices to guide individuals in executing coding
- Manage programming and coding activities and monitor output
- Review and detect errors and areas for improvement within written codes and communicate accordingly

Level 5

- Direct and drive the organisation's software development strategies and methodologies
- Define the technical vision and roadmap for software solutions

Back to Digital and Data Integration Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Digital and Data Integration

View Programmes

Skill Definition

Data Cleansing and Warehousing *(Code: FSF_PR015)*

Detect, correct or remove errors, anomalies and inconsistencies in data and maintain a centralised repository that integrates diverse sources for efficient data retrieval and analysis

Level 1

- Demonstrate an understanding of types of databases to identify and address simple data errors
- Demonstrate a basic understanding of data types, sources and common issues related to data quality and consistency
- Demonstrate an understanding of the basic principles of data handling

Level 2

- Improve data quality by identifying and correcting data issues and utilising advanced data handling tools
- Understand concepts of software development relevant to data cleansing and warehousing, facilitating collaboration with development teams
- Collaborate with data owners to fill data gaps and/or to adjust source-system data structures to facilitate analysis and integration with other company data

Level 3

- Analyse and resolve performance issues and provide Level 3 support by developing and fixing enhancements and defects
- Actively participate in data governance activities, ensuring data warehousing practices align with data governance standards and policies
- Evaluate the existing tools and technologies and recommend new data-handling tools and technologies

Level 4

- Collaborate with business and technology stakeholders in developing data warehouse architecture and ensuring its utilisation
- Implement robust quality assurance processes to ensure data accuracy, consistency and reliability within the centralised repository
- Manage data integration and transformation, including standardising data into a unified format that is suitable for analysis

Level 5

- Drive innovation in data modelling, database design, data architecture and warehousing practices on par with industry standards
- Formulate and execute a data management strategy, aligning with business goals and best practices
- Lead strategic data handling initiatives to shape the organisation's future and contribute to industry progress

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Skill

Data Collection and Analytics *(Code: FSF_PR016)*

Definition

Gather, extract and analyse data to identify trends and patterns, produce statistical information and derive meaningful insights to support decision-making

Level 1

- Assist in gathering, extracting and interpreting data as per defined requirements to support obtaining basic business insights
- Assist in evaluating the data source and consistency to ensure data integrity
- Identify and correct common errors in data input
- Use basic data handling tools and techniques to perform simple tasks

Level 2

- Gather data using appropriate techniques and business intelligence tools to conduct preliminary analyses according to requirements
- Select appropriate techniques and tools to extract data based on requirements
- Identify and resolve common errors in diagnostic tests

Level 3

- Utilise advanced data analytics techniques to uncover patterns and trends as well as provide insights for more informed decision-making
- Implement data analysis techniques to address risks and improve testing capabilities
- Report data trends to present business performance statistics

Level 4

- Review data to form business insights to identify value-added opportunities or high-risk areas and for quality assurance
- Define data requirements, data sources and collection mechanisms and data governance practices
- Process large volumes of data via data aggregations and processing techniques

Level 5

- Utilise deep knowledge in advanced statistical and analytics methods to influence high-level decision-making
- Develop and apply innovative methodologies for data extraction and analytics
- Communicate complex data analysis results in an easily understandable way to both technical and non-technical stakeholders

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Skill

Data Engineering *(Code: FSF_PR017)*

Definition

Design, build and maintain data infrastructure and workflows for optimised collection, processing and storage of data to support the organisation's data-driven objectives and meet future scalability needs

Level 1

- Clean the data and check for outliers or errors
- Apply appropriate data collection tools and techniques to collect data from various sources

Level 2

- Utilise database management system software to perform simple data processing
- Validate data from different datasets to verify accuracy and minimise errors
- Identify relevant data sources, processes and relationships in accordance with business requirements

Level 3

- Apply data analysis and data profiling to improve the clarify, quality and integrity of valid data
- Operate data warehouse systems to balance optimisation of data access with loading and resource utilisation factors
- Utilise data systems and platform capabilities to solve new data problems

Level 4

- Develop efficient processes to standardise and maintain data definitions, sources and quality
- Design data validation methodology to verify reliability and validity of data
- Translate complex functional and technical business requirements into detailed data structures and design

Level 5

- Lead the creation, refinement and enforcement of data management procedures and conventions
- Direct the design of the organisation's Extract, Transform and Load (ETL) processes to support business needs
- Maintain updated view of the business requirements, the respective source data systems and data models in the organisation

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Skill

Data Governance *(Code: FSF_PR018)*

Definition

Establish and implement policies, standards and guidelines for data quality, privacy and protection to govern the accuracy, accessibility and security of data

Level 1

- Understand the foundational principles of data governance and assist in implementing data governance policies
- Demonstrate a working knowledge of tools used in the design and build of data governance
- Execute structured deliverables and solve simple data governance problems
- Understand data management methodologies, tools and, techniques

Level 2

- Identify relevant data laws, regulations, guidelines and best practices within the daily scope of work
- Identify and execute relevant data usage and data privacy processes and procedures when dealing with customers' data
- Highlight misalignments between practice and policy relating to data management and governance
- Escalate data governance issues to relevant stakeholders for resolution

Level 3

- Develop and/or implement detailed guides on ways to appropriately manage data quality, integrity and compliance throughout its lifecycle
- Maintain and implement information handling procedures
- Promote data literacy and accountability for data management practices among employees
- Investigate data breaches or potential data misuse scenarios and identify corrective actions

Level 4

- Develop organisational standards for handling the lifecycle of data
- Develop internal standards to guide data capture and validation, access, usage, sharing, security, privacy and retention
- Initiate process and programmes to mitigate business risk of poor data quality and practices
- Clarify ethically questionable situations at various stages of the data or information life cycle

Level 5

- Manage comprehensive metadata, including data definitions, data lineage, data relationships and data ownership to continuously improve on data discoverability, usability and understanding
- Provide expert advice on data handling and management strategies in ambiguous or complex situations
- Chart direction and strategies on ethical issues relating to information technology and data usage

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Skill

Data Protection *(Code: FSF_PR019)*

Definition

Develop, implement and monitor measures and controls to safeguard the confidentiality, integrity and availability of data against unauthorised access, corruption, loss and misuse

Level 1

- Support in identifying vulnerabilities
- Conduct threat and risk analysis
- Adhere to data protection policies and guidelines established by the organisation when dealing with data
- Demonstrate knowledge and understanding of data classification based on sensitivity, value and regulatory requirements

Level 2

- Take appropriate action as required during any security breaches
- Identify relevant channels in the organisation to report and initiate corrective action
- Implement data protection measures in compliance with relevant regulations and organisational policies
- Identify key gaps and areas for improvement in data protection

Level 3

- Oversee encryption, access management and data retention policies, ensuring compliance and effectiveness
- Assess and identify data protection risks and threats by using risk assessment techniques
- Contribute to incident response planning, by addressing data breaches and reporting to higher management

Level 4

- Lead data protection audits, assessments and regulatory compliance efforts
- Oversee data backup and recovery processes to ensure data availability and resilience in the event of data loss or system failures
- Implement policies and technologies to prevent data leakage, unauthorised data transfers or cybersecurity threats

Level 5

- Shape the strategic direction of data protection initiatives and drive innovation and continuous improvement
- Facilitate industry consensus around technology and data ethics and regulations
- Serve as subject matter expert on employee training and awareness of data security best practices, detect phishing attempts and handle sensitive information

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Skill Definition

Data Storytelling and Visualisation *(Code: FSF_PR020)*

Utilise narrative techniques and data visualisation tools to effectively communicate the insights derived from data analysis in a thoughtful and engaging manner

Level 1

- Apply basic visualisation techniques to present data insights in simple and straightforward formats to convey key findings and basic trends
- Understand the basic concepts of data storytelling and visualisation
- Collect, clean and analyse data using simple tools and techniques

Level 2

- Select appropriate visualisation techniques and information displays to convey data and findings
- Understand business problems, audience needs and objectives for storytelling
- Organise the presentation of data to reflect trends and correlations
- Incorporate appropriate elements to create informative and dynamic data displays

Level 3

- Design storyboards and data displays to communicate key insights, trends and findings derived from data
- Develop dashboards and scorecards incorporating advanced visualisation techniques and analytics capabilities
- Identify and define linkages between data, visuals and narratives being shared

Level 4

- Design general frameworks and storyboards for communicating data
- Establish effective data presentation architectures to address critical business questions
- Integrate the latest developments in data visualisation tools, techniques and methodologies

Level 5

- Spearhead innovative and cutting-edge data storytelling and visualisation approaches
- Leverage advanced techniques and technologies to deliver compelling and impactful data-driven narratives
- Lead efforts to align storyboards to business vision, strategies, goals and branding

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Skill Definition

DevSecOps *(Code: FSF_PR021)*

Integrate security measures into software development and IT operations throughout the system development lifecycle to ensure secure and reliable deployment

Level 1

- Demonstrate awareness of basic DevSecOps principles and an understanding of the significance of integrating security within the DevOps lifecycle
- Understand basic security concepts, risks and threats and their impact to the DevSecOps process
- Understand product development and delivery framework, especially DevOps practices
- Record release activities for future reference

Level 2

- Identify common security vulnerabilities and flaws in the system and apply basic remedial techniques
- Understand automated security tasks in the continuous integration and continuous delivery (CI/CD) cycles
- Utilise standard DevSecOps tools (e.g., Docker, Jenkins, Kubernetes)
- Collaborate with cross functional disciplines to enable successful product pursuit and delivery
- Document updates to software products and deployment instructions

Level 3

- Diagnose and resolve security issues within the development and operations environment
- Implement leading practices in utilising DevSecOps to improve the delivery pipeline and integration process
- Analyse the elements and components involved in software releases, ensuring they are integrated and functioning within the DevSecOps pipeline
- Prioritise a security-first approach in collaboration with development and operations teams, ensuring the regular delivery of secure features

Level 4

- Drive effective monitoring and feedback mechanisms to detect issues, gather insights and drive improvements
- Lead coordination with relevant stakeholders on release schedules to align release processes and procedures

Level 5

- Lead the DevSecOps team by offering guidance, resolving complex DevSecOps questions, shaping the DevSecOps culture, fostering innovation and driving continuous improvement
- Design and implement a comprehensive DevSecOps strategy within the organisation by utilising advanced tools and methodologies
- Establish and modify the DevSecOps strategy to evaluate the effectiveness of DevSecOps practices and enhance product analysis by using leading practices and the latest DevSecOps tools and technologies

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Skill Definition

Emerging Technology Synthesis *(Code: FSF_PR022)*

Identify, assess and evaluate emerging technologies for potential improvements of business operations, products, services and competitive advantages

Level 1

- Conduct research regarding potential applications of emerging technology to support the organisation's needs and goals
- Identify simple emerging technologies that could be relevant to the business
- Gather data and perform basic cost-benefit analysis to assess the viability and potential value of emerging technologies for the business

Level 2

- Explore the relevance of technologies or IT processes in other industry sectors
- Assess potential of emerging technologies to address challenges or enhance processes within the organisation

Level 3

- Determine the suitable sources and relevant sectors to explore new technologies in detail
- Monitor the market to keep abreast of new technologies that will impact the industry
- Identify potential threats and risks associated with adopting certain emerging technologies
- Review market research and validate new technologies against organisational needs

Level 4

- Lead the identification, evaluation, implementation and integration of new and emerging technologies, techniques and models
- Establish internal processes and guidelines to facilitate the research and evaluation of new technologies
- Drive experimentation, assessment and learning from failures

Level 5

- Develop emerging technology strategy and blueprint for the organisation
- Establish organisational criteria for evaluating how emerging technologies can be of value and/or be integrated into the organisation's current practices
- Visualise and strategise how the use of emerging technologies could open new horizons, markets, or opportunities for the organisation

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Skill Enterprise Architecture *(Code: FSF_PR023)*

Definition Plan, design, implement and manage all aspects of an organisation's IT infrastructure, including systems, networks, applications and data

Level 1

- Assist in identifying effective business processes through technology, information, organisation and equipment improvements
- Support the development of models and plan to drive the execution of the business strategy and improve business performance

Level 2

- Contribute to creating and reviewing a systems capability strategy which meets the business's strategic requirements
- Determine requirements and specifics effective business processes, through improvements in technology, information or data practices, organisation, roles, procedures and equipment
- Identify gaps between the current and target business architectures

Level 3

- Identify market trends, alternative strategies and their potential implications on the business architecture
- Assess the adequacy of resources, technology and capabilities available to support business requirements
- Translate the business architecture blueprint into a focused action plan
- Analyse gaps between current and target business architectures

Level 4

- Develop a business case for a new or enhanced enterprise strategy
- Develop and refine business architecture blueprints based on feedback from critical stakeholders
- Spearhead processes for architecture compliance, exceptions, vitality and communications
- Recommend a best-fit framework, processes and structures to support the transition towards the target architecture

Level 5

- Direct the development of enterprise-wide architecture and processes to embed the strategic application of change in the management of the organisation
- Evaluate the viability of the organisation's architecture against current and projected market trends and alternative strategies
- Formulate a vision for how new business strategy can fulfil stakeholder needs and priorities

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Skill

Infrastructure Development *(Code: FSF_PR024)*

Definition

Develop and implement strategies and design for IT infrastructure to support the business needs of an organisation in a way that is future-ready, secure and cost-effective

Level 1

- Assist in analysing current systems, identifying need and proposing new infrastructure or upgrades
- Participate in the design of IT infrastructure components
- Contribute to ensuring security considerations in infrastructure planning

Level 2

- Evaluate and integrate security measures into infrastructure design
- Recommend improvements and innovations in infrastructure design
- Assist as part of a design team to specify and outline parts of larger infrastructure components and systems
- Demonstrate an understanding of relevant laws, codes and regulations on infrastructure development

Level 3

- Manage complex infrastructure projects, including planning, resource allocation, timeline management and risk management
- Produce new and innovative prototypes for simple infrastructure components
- Identify technical requirements required to support IT infrastructure
- Draft infrastructure plan, including hardware, software, general infrastructure aspects and their specifications

Level 4

- Set IT infrastructure design policies and principles and evaluate gaps and the required transformation to address them
- Review IT infrastructure design to ensure they balance functional, security and service quality requirements
- Drive processes to enable adaptability of infrastructure to changing market priorities, strategies and technology

Level 5

- Create a culture of experimentation and innovation in infrastructure prototype development
- Develop a long-term roadmap to future-proof the organisation's infrastructure
- Evaluate the impact of evolving needs, operating environment and emerging market trends on infrastructure requirements

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Skill

Penetration Testing *(Code: FSF_PR025)*

Definition

Conduct authorised attempts to simulate malicious attacks on computer systems, applications, or data in order to uncover and rectify security vulnerabilities to enhance the security infrastructure of an organisation

Level 1

- Demonstrate knowledge and understanding of cybersecurity, operating systems, network protocols and how programmes interact with the organisation's systems,
- Able to perform basic vulnerability scans, while understanding security risks
- Report any security breaches or vulnerabilities discovered during assessments

Level 2

- Conduct penetration tests and identify vulnerabilities in accordance with organisational policies, guidelines and agreements
- Use various techniques and tools to detect, track and document digital evidence of security incidents
- Determine the scope of ethical hacking assessments and communicate the assessment plan to the organisation, ensuring alignment with organisational policies and guidelines

Level 3

- Analyse vulnerabilities in complex systems and conduct comprehensive penetration tests, vulnerability assessments and security audits
- Manage incident response and forensic investigations to maintain compliance
- Manage issue resolution to exploit vulnerabilities and identify and execute ways to patch them

Level 4

- Formulate the organisation's security and threat mitigation strategies, aligning them with business objectives and regulatory requirements
- Develop customised solutions for complex security challenges, including the design and implementation of advanced security controls and measures
- Stay updated with the latest trends, technologies and methods in cyber attacks and defences

Level 5

- Drive innovation in the ethical hacking field by developing new tools, techniques, or methodologies to stay ahead of emerging threats
- Advocate for ethical hacking and cybersecurity at an industry or policy level, influencing security standards and regulations to promote a safer digital environment
- Lead the establishment and maintenance of security compliance programmes

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Skill

Predictive Modelling *(Code: FSF_PR026)*

Definition

Utilise statistical algorithms and machine learning techniques to develop forecasts and predict future outcomes based on historical and current data to support decision-making

Level 1

- Perform basic data cleaning and transformation tasks and create basic visualisations to convey data insights
- Understand various statistical techniques and types of predictive models, including parametric models, non-parametric models and hybrid models
- Assist in the production of a range of business insight reports

Level 2

- Identify underlying trends, patterns and relationships in business data by using statistical and computational techniques and tools
- Apply regression techniques, including linear, logistic and multiclass classification, for predictive modelling
- Perform database queries across multiple tables/unions to extract relevant data

Level 3

- Analyse data for trends and patterns through the development, application and evaluation of algorithms, predictive data modelling and data visualisation
- Conduct statistical modelling of data to derive patterns and solutions
- Continuously monitor the performance of the predictive models and maintain their accuracy and relevance over time

Level 4

- Define research objectives and develop, test and validate performance of algorithms for predictive modelling
- Evaluate prospective analytical tools and platforms to determine their ability to meet requirements
- Translate insights and patterns embedded in data into language the business can understand and make use of

Level 5

- Deploy and integrate predictive models into operational systems or workflows and automate the prediction process within existing enterprise systems
- Spearhead the application of algorithms and modelling techniques to new domains
- Establish guidelines for the creation and selection of effective algorithms and statistical models

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Skill Definition

Process Automation *(Code: FSF_PR027)*

Streamline and automate business processes to improve efficiency, reduce costs, conserve resources, optimise investments and increase productivity

Level 1

- Demonstrate knowledge and understanding of basic techniques and concepts of process documentation, analysis and streamlining
- Identify simple tasks that can be automated
- Use simple automation tools and techniques to automate simple tasks

Level 2

- Identify and assess complex tasks or processes suitable for automation
- Conduct research and recommend best practices to achieve optimal efficiency and effectiveness
- Identify and report any issues with automation technologies

Level 3

- Implement automation for a pre-defined business process and have an understanding of standard automation tools like RPA, UI path and Automation Anywhere
- Design and implement complex automation workflows
- Manage automation implementation, including developing scripts, setting up triggers, defining approval flows and integrating with other systems or data sources

Level 4

- Develop automation workflows with a thorough understanding of process, policy and procedure implications in the automation domain
- Forecast emerging trends and establish the architecture for long-term operationalisation
- Integrate, refine and manage complex automation systems and infrastructure

Level 5

- Drive multiple automation activities within the organisation
- Innovate and drive adoption of emerging automation technologies and best practices and continuously evaluate their potential to enhance productivity and efficiency
- Establish mechanisms to monitor performance of automated processes, address any errors and ensure automation remains up-to-date and aligning with evolving business needs

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Skill **Prototyping** *(Code: FSF_PR028)*

Definition Oversee, design and build a preliminary model or version enabling the development of the complete system, process, product or service

Level 1

- Understand basic features of a prototyping tool to develop components of a prototype
- Demonstrate a basic understanding of the business requirements and specifications
- Assist with testing and documenting basic aspects of the prototype, including key features and functionality, to facilitate collaboration and knowledge sharing

Level 2

- Design, build and test prototype for less complex product or system
- Develop interactive prototypes that simulate user interactions and workflows
- Incorporate user feedback into the prototyping process, adapting the design to meet user expectations and preferences

Level 3

- Utilise more advanced prototyping tools, collect and analyse feedback and make necessary changes
- Drive innovation, creativity and design thinking to construct a prototype that meets the business needs
- Review new application ideas and show proof of concept to evaluators through rapid prototyping
- Conduct usability testing on prototypes, actively involving end-users to gather insights and refine the user experience

Level 4

- Advise system architecture and design teams towards defining product architecture, coding and modification to enable prototyping, functional verification and validation
- Direct the design of complex prototypes with advanced prototyping tools
- Oversee the management of a portfolio of prototypes, ensuring their alignment with desired objectives and outcomes

Level 5

- Lead innovation initiatives within the field of prototyping, explore emerging technologies and pioneer new prototyping techniques
- Advise strategic plan for prototyping that aligns with the desired objectives and outcomes
- Establish governance structures and best practices for prototyping across the organisation and ensure quality, consistency and alignment with organisational goals

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Skill **Security Architecture** *(Code: FSF_PR029)*

Definition Design and develop security concepts, architectures and controls to safeguard the organisation from cyber threats and other security risks

Level 1

- Demonstrate basic understanding of security architecture concepts and principles
- Identify common security risks
- Assist in designing, communicating and implementing simple security controls

Level 2

- Demonstrate an understanding of security standards and frameworks
- Identify key security risks and problems posed by new technologies and business practices
- Check for an adequate level of security robustness in system design
- Define security specifications of system components that address security objectives and functional requirements

Level 3

- Design secure systems and controls based on IT architectural guidelines and requirements
- Investigate potential security threats and articulate implications on IT systems
- Integrate security solutions and design principles to develop a robust and coherent security architecture
- Recommend modifications to security control design

Level 4

- Define the overarching security system blueprint, including the protection profile and security targets
- Direct the design of new or enhanced security systems and architectures
- Develop a control plan for the security system architecture based on organisational guidelines and security principles
- Lead the review of system architecture against security requirements

Level 5

- Establish organisational guidelines and principles for the design of security system architecture and controls
- Introduce new security system design methodologies, tools and techniques to the organisation
- Endorse new, modified or strengthened security controls that are aligning with the organisation's security strategy

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Skill

Definition

Security Monitoring *(Code: FSF_PR030)*

Design, develop and utilise security monitoring tools and platforms to detect security threats and vulnerabilities, conduct real-time analysis of security alerts and determine prompt remedial actions

Level 1

- Identify and understand common security threats and vulnerabilities
- Utilise basic security monitoring tools to collect and analyse security event data
- Escalate security incidents to the appropriate team for investigation and response
- Understand the basic concepts of cloud security

Level 2

- Utilise cloud security monitoring tools and techniques to detect and document security incidents and findings, adhering to established incident response procedures
- Participate in preliminary threat investigations, gathering evidence and contextual information to support incident analysis
- Identify potential security incidents

Level 3

- Analyse security data, leveraging advanced cloud security monitoring techniques to identify sophisticated threats and anomalies
- Enhance alerting mechanisms and custom rules to improve the detection of specific threats and vulnerabilities
- Recommend improvements to existing security measures based on analysis and incident learning

Level 4

- Develop and execute a strategic security monitoring plan that aligns with organisational goals and evolving threat landscapes
- Leverage on threat intelligence to continuously assess against emerging threats and the latest attack methodologies used by cybercriminals
- Lead incident response efforts, coordinate cross-functional teams and ensure effective containment and recovery from security incidents

Level 5

- Define and execute a comprehensive security monitoring strategy that addresses emerging challenges
- Lead the development of custom security monitoring tools and platforms
- Integrate threat intelligence feeds and resources to enhance security monitoring capabilities and proactively identify emerging threats

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Skill Definition

Software Development and Testing *(Code: FSF_PR031)*

Design, develop and test software applications using development methodologies, computer science principles and testing techniques while creating systematic test plans to ensure alignment with design specifications and quality standards

Level 1

- Understand basic software development and testing concepts and principles
- Identify and analyse software requirements
- Assist in designing and implementing simple software solutions
- Gather resources, data and tools required to implement a test plan

Level 2

- Prepare testing environment for testing based on technical criteria and specifications
- Facilitate feedback sessions to improve Agile team performance in software development
- Identify repetitive and routine tasks in the software development process that can be automated
- Identify relevant controls, elements and features to be included in the software to meet its design objectives

Level 3

- Design and document software components and interfaces
- Suggest specific development areas and actionable feedback for the Agile software development team
- Propose modifications to the product and/or system to address requirements more effectively
- Analyse gaps between expected and actual test results

Level 4

- Establish key design principles and evaluate software design options to meet business, user and functional requirements
- Establish implementation plan to transition teams to Agile software development practices
- Develop a master test plan, indicating the scope, approach, resources and schedule of intended test activities

Level 5

- Guide the setting of design principles, ensuring alignment with current and future needs
- Establish the organisation's Agile software development frameworks, processes and standards
- Establish testing policies and guidelines according to internal requirements and industry regulations

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Skill

Threat Intelligence and Management *(Code: FSF_PR032)*

Definition

Gather, analyse and interpret information from various sources to proactively identify potential cyber threats and define protective protocols and measures for the organisation

Level 1

- Monitor access control mechanisms, network activities and operating systems
- Use technologies, methods and tradecraft to retrieve and organise threat data or information
- Support in analysing security incidents, investigating breaches and implementing countermeasures to mitigate the impact and prevent future threats

Level 2

- Analyse information to identify vulnerabilities and implement intrusion detection and analysis to protect against cyber threats
- Recognise patterns, correlations or anomalies that may indicate a security threat
- Perform detection technologies, checks and techniques to identify anomalous activity and patterns
- Interpret information from logs and scanners to detect threats and intrusion attempts

Level 3

- Identify vulnerabilities in the various technologies and assess the risk level, likelihood and impact of potential threats
- Conduct intelligence analysis of cyber activities to identify entities of interest, potential methods, motives and capabilities
- Integrate information to support the creation of internal cyber threat intelligence products

Level 4

- Develop an overarching threat intelligence strategy and manage the research and analysis of threat data
- Lead comprehensive evaluation of the capabilities and activities of cyber criminals, foreign intelligence entities or perpetrators
- Present policy recommendations and impact assessments to critical industry stakeholders and leaders

Level 5

- Chart direction to anticipate trends, changes and evolution of cybersecurity threats in the operating environment
- Redefine threat intelligence strategy in anticipation of an evolving operating environment
- Employ new methodologies and tactics to anticipate and detect threats

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Skill

Troubleshooting *(Code: FSF_PR033)*

Definition

Identify, analyse and resolve technical problems and issues in systems, software and devices to minimise disruption to operations and prevent recurrences

Level 1

- Assist in IT related maintenance activities to ensure appropriate proactive and reactive measures are in place
- Identify common security related issues in IT applications, information and data
- Contribute to documenting troubleshooting procedures, issues and resolutions

Level 2

- Analyse required information gathered from relevant sources and stakeholders to define the technical problems/issue accurately
- Implement relevant controls to minimise the impact and frequency of IT security incidents
- Assist in conducting preliminary root cause analyses for IT application issues

Level 3

- Conduct in-depth technical analysis and recommend appropriate technical advice to resolve issues related to software, applications and/or IT services
- Implement incident response plan to efficiently resolve and escalate issues, depending on the nature and impact of incidents
- Utilise advanced troubleshooting tools and diagnostic utilities to uncover hidden issues

Level 4

- Formulate overall IT application strategies in alignment with the organisation's overall IT and business vision
- Engage end users with satisfactory customer service
- Manage knowledge base of incident records to capture the troubleshooting process and resolutions reached to ensure faster and more accurate troubleshooting in the future

Level 5

- Lead the development and implementation of advanced incident response strategies, tailored to specific scenarios and ensuring minimal disruption to operations
- Drive innovation and refining of troubleshooting processes and methodologies
- Lead incident resolution across geographically dispersed teams to ensure a synchronised response to critical incidents

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Skill Definition

User Interface and User Experience Design *(Code: FSF_PR034)*

Design and develop visually compelling, user-friendly, intuitive and interactive digital experiences to elevate user usability, accessibility and satisfaction

Level 1

- Conduct analysis of user experience for IT products and services, identifying potential gaps
- Design basic user interface mock-ups and prototypes in accordance with established guidelines and supervision

Level 2

- Analyse target users' desired experiences on IT products and services
- Develop solutions to bridge user experience gaps
- Identify functionalities requirement for user interface prototypes, based on target users' desired experience
- Enhance graphical interfaces as needed
- Document changes or updates to software and/or applications' user interface design

Level 3

- Create user experience design concepts and develop user flow charts, wireframes, prototypes and graphical user interfaces
- Drive modifications and enhancements to product or service features
- Assess findings from usability tests and/or inspections and make relevant refinements to the product's user interface and user experience

Level 4

- Develop guiding principles, envision future user needs and oversee design to ensure a desired experience
- Design and deliver quantitative and qualitative research methods to inform design
- Drive collaboration with product development and management team, and effectively articulate design principles and decisions

Level 5

- Drive large-scale and industry-impacting projects by spearheading innovative solutions for seamless user experiences
- Lead the development of prototypes, user interfaces and cross-functional integration efforts
- Establish key metrics for usability tests to assess the viability and effectiveness of user interfaces

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Financial Products and Services

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Skill Definition

Demand and Supply Analysis *(Code: FSF_PR035)*

Analyse market dynamics to uncover demand and supply outlook of products and services, enable better positioning and enhance offerings

Level 1

- Assist in collecting and organising data relevant to demand and supply analysis
- Contribute to basic analysis of demand and supply patterns

Level 2

- Source for data on current and future prospects within the industry and organisation
- Analyse demand and supply patterns
- Analyse economic data, market trends and consumer behaviour to predict how changes in supply and demand can impact a business
- Assess the suitability of the organisation's products and solutions against market and business criteria

Level 3

- Evaluate market trends and industry development on business impact
- Recommend product and solution improvements based on demand
- Develop strategies based on analysis to mitigate risk or leverage on opportunities that can lead to a competitive advantage

Level 4

- Define and implement demand and supply analysis framework and tools to measure and analyse demand and supply
- Monitor identified market demand and supply trends for opportunities to position and/or develop products and solutions

Level 5

- Drive the adoption of advanced analytics to predict demand and supply
- Formulate comprehensive strategies to leverage opportunities identified through demand and supply analysis
- Establish and enforce procedures and guidelines for conducting demand and supply analysis throughout the organisation

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Skill Definition

Marketing *(Code: FSF_PR036)*

Develop, execute and evaluate marketing strategies and campaigns to promote product or service via online and offline channels and platforms

Level 1

- Conduct research based on marketing mix components to gain consumer insights
- Conduct market research to identify market trends
- Support the analysis of consumer behaviour and preferences related to product development, pricing, distribution and promotions
- Monitor and analyse basic marketing performance metrics

Level 2

- Assist in articulating unique selling proposition by highlighting product features
- Coordinate and evaluate promotional activities
- Identify trending topics and digital trends and make relevant recommendations for marketing strategies
- Select marketing channels based on product characteristics and target market
- Create content for the target market across online and offline channels

Level 3

- Position products effectively based on market research and consumer demographics
- Implement promotional initiatives to engage target audiences
- Monitor competitors' pricing strategies and make proactive adjustments to maintain competitiveness
- Explore and assess distribution channels that balance customer needs and business

Level 4

- Develop promotional strategies that align with business goals and target the right customer segment
- Create unique marketing ideas or campaigns that capture the attention of the target market
- Collaborate with supply chain partners to optimise logistics, reduce costs and ensure timely product availability

Level 5

- Establish structured marketing frameworks to guide decision-making, foster stakeholder collaboration, and ensure compliance with legal and industry standards
- Utilise data analytics to assess ROI for marketing channels and to drive performance evaluation and budget optimisation for maximum impact and value delivery

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Skill **Personal Finance Advisory** *(Code: FSF_PR037)*

Definition Offer advice to customers, helping them make informed decisions on banking and/or insurance products

Level 1

- Assist in advising customers on basic financial solutions, considering their personal financial needs and risk profiles through basic analysis
- Contribute to developing professional relationships with prospective and existing customers
- Address customers' queries and escalate significant matters to the management

Level 2

- Analyse customer information to understand their cash flow position
- Analyse customers' risk profiles and personal financial situations to determine their investment profiles
- Develop personal financial plan that sets out the financial goals, financial analysis and recommendations on how customers' personal financial goals can be met

Level 3

- Effectively present financial products to customers with financial planning needs
- Analyse customers' income, debt and risk profiles
- Recommend suitable investment products or asset allocation strategies based on customers' investment profiles
- Review personal financial plan to ensure they meet customers' financial objectives

Level 4

- Assess impact of emerging financial planning regulations on financial institutions and planners
- Assess the implications of different business structures on the personal income and wealth of customers with business ownership
- Ensure products and financial plan recommended are compliant with regulations and organisational policies

Level 5

- Establish advanced strategies for personal financial advisory services, ensuring compliance with the latest regulatory policies
- Establish the organisations' positioning of financial advisory solutions to customers
- Articulate the importance of integrated comprehensive financial plan for achieving overall financial planning objectives for customers

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Skill Definition

Pricing Strategy *(Code: FSF_PR038)*

Analyse product, organisational and market factors, trends, pricing scenarios and product costs to develop effective pricing strategies for products and solutions

Level 1

- Monitor statistics on sales contribution margins, consumer demand and product performance
- Identify internal and external factors which may impact pricing strategy as part of due diligence
- Identify different customer segments that may necessitate a different pricing plan
- Track market trends, customer behaviours and pricing tactics employed by competitors

Level 2

- Conduct price modelling to determine the feasibility of pricing strategies
- Implement pricing strategy as outlined in the pricing guidelines
- Track the effectiveness of pricing strategies
- Determine valuation and/or cost of products and solutions to inform pricing strategies

Level 3

- Recommend optimal pricing levels for products and services based on analysis of both internal and external factors
- Analyse pricing strategies that optimise for both competitive positioning in the market and profitability

Level 4

- Implement mechanisms to enable pricing agility and adaptability to competitor or consumer patterns
- Develop monitoring processes and systems to assess the effectiveness, profitability and feasibility of pricing policies
- Develop appropriate pricing strategies for products, solutions and customer segments

Level 5

- Develop agile pricing mechanisms through market analysis, internal and external factors and customer segmentation to optimise pricing and enhance competitive advantage
- Establish key business success measures for evaluating the effectiveness of pricing strategies
- Establish processes to adapt pricing strategies in a quick and agile manner

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Skill

Product Advisory *(Code: FSF_PR039)*

Definition

Convey detailed and specialised product knowledge, while keeping abreast of emerging product knowledge to advise customers on making informed decisions

Level 1

- Record customer requirements
- Assist customers in resolving basic issues, with reference to standard guidelines
- Shortlist potential products that can meet customer needs to expand product portfolio
- Communicate details and functions of products effectively to customers

Level 2

- Identify appropriate solutions to meet customers' requirements based on market trends
- Analyse competitors' products that are offered in the market and advise on the product's unique value proposition
- Articulate sales opportunities to cross-sell and/or up-sell products by matching product benefits to customers' needs

Level 3

- Analyse sales trends, consumer behaviour and industry reports to provide a market forecast and advise on strategic direction for the product
- Lead the design of customised solutions and products to meet customers' unique set of requirements
- Identify the relative standing of the organisations' products with competitors' products to propose any product enhancements

Level 4

- Propose and implement organisation-wide product and solution proposals based on forecast trends and changes in product requirements
- Assess product performance and competitiveness to determine if re-alignment is necessary to better suit the market
- Evaluate product mix to meet customer needs, business goals and compliance

Level 5

- Demonstrate advanced knowledge, experience and leadership in handling complex and strategic product advisory challenges
- Lead the development of customised solutions, product prototypes and models
- Anticipate how technical aspects of a specific product may impact or be impacted by other elements in a broader end-to-end solution

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Skill Definition

Product Branding *(Code: FSF_PR040)*

Create a distinctive and compelling brand identity, including its visual elements, messaging and positioning, to establish a strong and memorable presence in the market

Level 1

- Conduct research to gather insights about consumer preferences and industry trends
- Contribute product branding ideas during discussions
- Support in the execution of branding activities

Level 2

- Execute branding activities in compliance with organisation's branding and market communications guidelines
- Conduct analysis of competitors' strategies, identifying key strengths and weaknesses to inform preliminary branding plans
- Identify core value proposition of products

Level 3

- Manage the implementation of branding plans and initiatives
- Evaluate the effectiveness of branding initiatives and suggest improvements where necessary
- Evaluate product positioning and customer perception and develop ideas to shift products to the desired positions

Level 4

- Formulate branding strategies and guidelines aligning with the organisation's purpose, values and objectives, integrating market insights and long-term branding and marketing goals
- Lead development of product proposition ideas to diversify product offerings
- Develop or adjust strategies to maintain brand recall by incorporating distinct and memorable branding components

Level 5

- Manage and maintain brand consistency across multiple touchpoints and over time
- Adapt strategies to dynamic market shifts, foreseeing industry changes and proactively adjusting branding initiatives
- Foster collaboration with stakeholders, ensuring alignment of branding strategies with the organisation's vision and values

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Skill Product Design and Development *(Code: FSF_PR041)*

Definition Ideate, create and launch new products or enhance existing ones, ensuring alignment with customer needs and organisational objectives

Level 1

- Demonstrate foundational understanding of product design and development concepts, processes and terminology
- Support new product design and development processes
- Participate in research, conceptualisation and initial design activities

Level 2

- Coordinate product design and development efforts
- Contribute to leading research, conceptualisation, design and gatekeeping activities to ensure alignment with defined requirements and customer needs
- Utilise established data analytics and product structuring strategies to support the product development process

Level 3

- Identify market intelligence and anticipate customer's requirements, financial needs and preferences through communication and research
- Recommend actions to close gaps between product and solutions designed and business requirements
- Conduct new product design, development and testing activities

Level 4

- Establish new product development and pricing strategies and plan according to organisational strategies and objectives
- Identify anticipated changes and market dynamics which may impact product and management strategies
- Review trials, market tests and suitability analysis to identify areas for improvement

Level 5

- Drive innovation and leverage on modern design tools for ideating, prototyping and enhancing the product design
- Manage the product lifecycle, including upgrades, launch of new features and product phase out
- Develop the organisation's competitive position and profitability strategy

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Skill **Product Performance Management** *(Code: FSF_PR042)*

Definition Assess, monitor and improve the performance of financial products or services to ensure they meet the intended goals

Level 1

- Conduct basic data analyses to assess the effectiveness of financial products, such as, sales data, customer feedback and user engagement metrics
- Identify areas for enhancement to facilitate the achievement of intended objectives
- Identify issues affecting product performance

Level 2

- Analyse results and trends of product performance and identify possible areas of improvement
- Monitor performance indicators and feedback on product performance
- Perform products offering matching to ensure they meet customer needs

Level 3

- Identify assumptions, parameters and thresholds for assessing
- Evaluate product performance and compare to intended financial goals
- Recommend and manage the implementation of product performance improvement and financial risk management activities

Level 4

- Keep abreast of market conditions, customer preferences and competitors' offerings, analyse against product performance and formulate potential improvements
- Assess financial impact of potential improvements or changes to the product
- Review trends and historical data on the performance of product portfolios to guide strategy development

Level 5

- Provide quick and informed strategic direction to drive product performance, considering market conditions
- Formulate organisation-led strategies to address gaps in product performance
- Design financial risk management and risk assessment frameworks for financial products

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Skill Quality Assurance *(Code: FSF_PR043)*

Definition Develop, implement and monitor the standards and process of quality checks aligned to the organisation's values and business objectives

Level 1

- Demonstrate adherence to basic quality standards and practices, ensuring that quality checks are conducted to meet performance levels and expectations
- Assist in the documentation of quality expectations and standards
- Support the monitoring and tracking of quality-related activities

Level 2

- Identify relevant quality assurance standards
- Implement quality assurance practices in day-to-day tasks
- Conduct quality checks to identify quality gaps and document results to measure quality performance levels
- Monitor quality performance levels based on quality assurance guidelines
- Draft quality-related documents, such as, quality manuals, test plans, inspection reports

Level 3

- Analyse and prioritise quality gaps to be addressed
- Monitor processes and activities to ensure that relevant business units abide by the quality standards set
- Identify corrective actions to improve quality levels based on gaps identified
- Develop quality management plan and quality audit approaches based on defined parameters

Level 4

- Develop quality assurance frameworks and strategies to control quality standards, aligning with the organisation's direction and regulatory requirements
- Analyse lapses or misalignment in the organisation's quality practices and propose possible ideas for improvements
- Develop interventions and guidelines for corrective actions to manage quality lapses

Level 5

- Lead the development of extensive quality expectations, assurance strategies and monitoring mechanisms in harmony with organisational objectives and industry benchmarks
- Drive implementation of quality practices and procedures throughout the organisation
- Spearhead enhancements to the quality management plan

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Skill Sales Strategy *(Code: FSF_PR044)*

Definition Develop, plan and implement a sales strategy to engage and convert prospects into buying customers

Level 1

- Demonstrate a basic understanding of sales strategy concepts, including the importance of market analysis and planning
- Conduct basic analysis of market information and sales opportunities
- Assist in analysing sales data and consumer behaviour to identify patterns and trends

Level 2

- Analyse market information and sales opportunities in financial markets
- Monitor sales strategies and sales plan to identify areas for refinement
- Interpret market information to identify potential sales opportunities as well as roadblocks hindering sales performance
- Communicate effectiveness of sales and marketing activities to senior team members

Level 3

- Support development of sales strategy based on organisation sales cycles, customer behaviours and product performance trends
- Evaluate outcomes and effectiveness of sales activities
- Propose changes and refinements to short-term sales strategies

Level 4

- Negotiate effectively to ensure deals are closed with the best possible terms for the organisation
- Develop a strategy to create market demand for the organisation's key products and services
- Modify sales strategies and plan based on the evaluation of outcomes
- Stay updated with the latest market trends and know the market inside-out

Level 5

- Forecast sales growth based on a holistic understanding of broad industry trends, economic indicators and internal business factors
- Define overarching sales strategy that is flexible to respond to new market information or competitive landscape
- Align sales and revenue generation strategies with the broader business strategy

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Skill Sales Target Management *(Code: FSF_PR045)*

Definition Evaluate and monitor sales target and performance to plan and initiate actions to achieve excellence in sales delivery

Level 1

- Demonstrate a basic understanding of sales target management
- Assist in organising, monitoring and analysing sales performance data, contributing to the initial stages of target evaluation
- Conduct basic analysis and gather feedback from buyers, suppliers and colleagues to evaluate sales factors and support sales performance assessment

Level 2

- Analyse feedback from buyers and/or suppliers on factors affecting sales
- Provide inputs to sales target development
- Prioritise activities that are more likely to lead to sales
- Execute sales plan to generate sales and achieve sales target

Level 3

- Develop responsive action to improve sales performance and achievement of sales targets
- Develop sales plan according to sales targets
- Evaluate sales channels' and sales teams' performance against sales target

Level 4

- Translate organisational strategic direction into sales targets and objectives
- Revise overall sales target in alignment with current business environment and sales performance
- Evaluate the business environment to determine potential impact and changes to sales targets
- Set realistic but challenging sales targets based on a thorough understanding of past performance, market trends and business goals

Level 5

- Lead negotiations to convince prospects and influence the achievement of sales targets
- Utilise comprehensive analysis of sales performance against business objectives and strategic planning with specific buyers and suppliers to improve sales and adjust targets

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Skill Definition

Underwriting Management *(Code: FSF_PR046)*

Structure policy terms in accordance with the organisation's rating, price and risk tolerance to develop risk evaluation considerations for applications

Level 1

- Gather and verify policy information from applications and proposals
- Participate in data entry and basic analysis tasks related to underwriting
- Support in documenting basic underwriting processes and procedures
- Develop understanding of pricing methodologies used in insurance premiums

Level 2

- Monitor and manage portfolio performance and identify potential loss trends
- Analyse applications for risks and make approval or denial recommendations
- Analyse market trends and develop pricing strategies to optimise profitability

Level 3

- Provide support in underwriting processes by developing policy terms according to risk evaluation considerations
- Conduct quality assurance to improve the organisation's underwriting profitability and efficiency
- Structure policy terms in accordance with organisational policies and procedures on rating, pricing and risk tolerance

Level 4

- Apply knowledge of laws and regulations, insurance principles and terms, insurance products and industry regulators and bodies to inform business decisions
- Implement underwriting approaches to ensure processes are robust, efficient and competitive in the wider market
- Determine acceptance or rejection for technical and/or complex and/or high-value risk applications

Level 5

- Develop underwriting strategies, pricing structures and underwriting guidelines in the relevant class of business to enhance competitiveness and profitability
- Adapt underwriting strategies and approaches as well as implement market best practices
- Assess the underwriting function's profitability and efficiency, recommending areas for improvement

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Skill Definition

Business Opportunities Development *(Code: FSF_PR047)*

Identify and evaluate potential business opportunities and formulate strategies to capitalise on the identified prospects to support growth and ensure the sustainability of the business

Level 1

- Support business development pitches
- Demonstrate business product development process
- Demonstrate an understanding of market trends, publications and news of the industry
- Interpret and conduct market research to suggest potential areas of opportunities
- Recommend the organisation's potential products or service offerings

Level 2

- Identify existing and potential customer needs and expectations
- Analyse customer requirements, markets, competitors and environments
- Identify specific prospects or partners to approach and develop opportunities for the organisation

Level 3

- Develop business opportunities, customer acquisition and retention programmes based on customer needs and expectations
- Develop recommendations to improve the organisation's positioning in the market
- Review strategic and partnership opportunities through quantitative and qualitative analyses

Level 4

- Formulate strategic business development plan for target markets that aligns with the organisation's strategic direction
- Identify and evaluate opportunities for long-term value creation for the organisation
- Drive business development initiatives, managing key business relationships

Level 5

- Define strategic opportunities for the organisation's long-term value maximisation
- Evaluate risks associated with identified business opportunities
- Forecast implications of strategies and business targets for proactive mitigation

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Skill

Business Performance Management *(Code: FSF_PR048)*

Definition

Analyse, monitor and enhance the overall performance of the business to optimise financial, operational and strategic aspects, ensuring the organisation's objectives are met

Level 1

- Gather and analyse relevant data and information for performance tracking
- Identify trends and patterns in performance data
- Support in conducting gap analysis to identify the difference between the current state of performance and the desired state of performance

Level 2

- Track progress and performance against established key performance indicators (KPIs)
- Conduct gap analysis to compare current performance against desired outcomes
- Compile and present performance reports, summarising key data points and progress status

Level 3

- Develop and implement organisational performance processes and systems within the department/function, considering its unique requirements
- Identify root causes for performance gaps between current and future state of department/function based on gap analysis
- Propose initiatives or approaches to address root causes and performance gaps

Level 4

- Review organisational performance processes and systems to ensure their alignment with business plan and objectives
- Develop KPIs to assess overall performance of the organisation
- Oversee the implementation of performance processes and systems to ensure organisational consistency

Level 5

- Establish and advise on organisational performance processes and systems guidelines
- Endorse KPIs for evaluating organisational performance as per industry best practices and regulatory standards
- Proactively identify potential performance issues or areas for improvement and address them effectively

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Skill Business Planning and Needs Analysis *(Code: FSF_PR049)*

Definition Identify, assess, prioritise and translate business needs into actionable plans and strategies

Level 1

- Identify and gather information from relevant stakeholders and information sources to understand the organisation's business objectives, goals and needs
- Conduct basic needs assessments to identify gaps in processes, resources, or skills within the organisation
- Analyse stakeholder objectives and their underlying drivers

Level 2

- Explore relevant solutions or programmes that can address business and stakeholder needs
- Analyse data gathered to identify the business problems, requirements and opportunities presented
- Identify gaps and opportunities through market research, competitor analysis and internal process evaluations

Level 3

- Analyse existing business processes and information gathered to understand short to mid-term business requirements of varying complexity
- Develop and structure solutions to address gaps and enhance organisational systems and processes
- Evaluate potential options and recommend effective solutions and programmes to address business needs

Level 4

- Design business needs analysis processes, guidelines and frameworks
- Lead comprehensive analyses of business processes and inputs
- Develop operational plans to support the organisational and business function strategies
- Adapt strategic plan in response to changing market conditions, emerging trends and unforeseen challenges

Level 5

- Determine strategic needs of organisation to enhance organisational performance
- Set organisational directions, goals and targets to contribute to organisational strategies
- Align organisational strategies and targets with organisational vision, mission and values to support achievement of the organisation's strategic needs

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Skill Definition

Continuous Improvement and Process Re-Engineering *(Code: FSF_PR050)*

Analyse existing processes, identify inefficiencies and implement strategic enhancements to optimise workflows and achieve higher efficiency, productivity and quality outcomes

Level 1

- Understand the organisation's processes
- Understand effects of process improvements on business results
- Assist in implementing and tracking enhancements to support continuous improvement

Level 2

- Identify process inefficiencies and recommend improvement opportunities
- Execute improvement activities in accordance with action plan
- Apply appropriate techniques for continuous process improvement
- Report and record the outcomes of process improvement activities

Level 3

- Supervise continuous improvement initiatives
- Implement and review savings, productivity and service improvements
- Update processes or procedures as a result of continuous improvement initiatives
- Connect process improvements with business metrics and understand impact of processes on organisational growth and profitability

Level 4

- Develop strategy for business process re-engineering
- Lead process re-engineering projects
- Identify processes to redesign and apply improvement tools to meet continuous improvement goals
- Monitor and review the efficiency and effectiveness of continuous improvement activities against goals, targets and KPIs

Level 5

- Drive culture of continuous improvement within the organisation
- Evaluate feasibility of new and emerging technologies, procedures and processes used in the industry or adjacent industries
- Transform continuous improvement strategies into actionable plan

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Skill

Disruption Management *(Code: FSF_PR051)*

Definition

Lead, manage and support radical change in response to industry trends or emerging strategies, creating new markets and challenging existing business models

Level 1

- Assist in recognising disruptive trends and their potential effects on an organisation
- Support initiatives under guidance, maintaining awareness of ongoing change
- Gather information about emerging trends

Level 2

- Analyse disruptive trends and their potential impact on the organisation's operations
- Recommend incremental innovations and improvements
- Identify and adapt to disruptive forces, tracking progress in related initiatives

Level 3

- Evaluate disruptive models and recommend changes based on the impact on the organisation's business processes and operations
- Implement changes effectively, monitoring their effects closely
- Assess the ongoing impact of disruptive trends by utilising data and insights

Level 4

- Develop policies and processes to proactively address and navigate disruptive trends, ensuring alignment with the organisation's business processes and operations
- Leverage digital and technological disruptions and opportunities to lead revenue diversification and growth
- Monitor and evaluate the effectiveness of disruptive strategies

Level 5

- Drive the strategic overhaul of business models to effectively mitigate the impact of disruptive trends
- Spearhead change management initiatives to cope with business models that have to be adapted due to disruptions
- Keep abreast of the latest trends and ensure the organisation remains at the forefront

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Skill

Global Perspectives *(Code: FSF_PR052)*

Definition

Understand global interconnectivity and recognise diverse cultures and socio-economic factors to identify opportunities and make decisions based on global trends and best practices

Level 1

- Demonstrate a foundational comprehension of global challenges and opportunities
- Demonstrate the ability to transfer best practices across diverse cultures and a diverse workforce
- Monitor own behaviour to identify any non-inclusive practices

Level 2

- Identify global networks and manage virtual relationships, while balancing both local and global perspectives
- Exchange information by using identified knowledge-sharing methods and tools
- Seek opportunities to source diverse perspectives beyond the immediate environment

Level 3

- Develop global networks and adeptly manage virtual relationships, balancing local and global perspectives
- Analyse outcome of research on global trends to determine the impact on work areas and identify potential opportunities and risks
- Recommend refinements to existing systems, processes and policies to facilitate global and cross-cultural cooperation

Level 4

- Build the organisation's capabilities for global competitiveness
- Manage the tension between corporate requirements and the nuances of global and cultural differences
- Review internal structures and external operating climate to identify opportunities to build global networks

Level 5

- Lead the organisation towards success by understanding global complexities
- Lead the resolution of conflicts which may occur during global collaboration or in cross-cultural environments
- Establish objectives for global development and cross-cultural cooperation which align with the organisation's vision, objectives and operating climate

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Skill

Market Profiling *(Code: FSF_PR053)*

Definition

Segment the markets, select the targeting strategies and tactics, profile the target segments and develop the positioning strategies and implementation activities

Level 1

- Assist in gathering basic market data and information to support market profiling activities
- Support in basic data analysis on market data and information
- Assist in identifying potential market segments to focus on, based on product relevance and market attractiveness

Level 2

- Select markets for profiling to meet the requirements of the marketing plan
- Identify sources of information and research methods for segmenting and profiling markets in accordance with the marketing and/or media plan
- Map relevant products to identified market segments according to customer characteristics

Level 3

- Analyse customer data and its accuracy
- Identify the appropriate target markets and profile the target audience for the organisation's range of products and services available
- Segment the markets and review the most effective marketing mix
- Implement market sizing techniques and research

Level 4

- Develop value propositions for market segments
- Monitor and review marketing performance to ensure performance is maximised
- Evaluate market segment attractiveness and determine value propositions
- Set frameworks and criteria for market profiling and segmentation

Level 5

- Lead the development of comprehensive and innovative market segmentation strategies, by utilising advanced analytics and market insights to identify niche segments and engage segments effectively
- Lead end-to-end implementation activities, coordinating complex marketing campaigns and initiatives across multiple channels

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Skill

Partnership Management *(Code: FSF_PR054)*

Definition

Build cooperative partnerships with inter-organisational and external stakeholders and leverage these relations to meet organisational objectives, including coordinating and strategising with internal and external stakeholders through close cooperation and exchange of information to solve problems

Level 1

- Gather data required for environment scanning
- Analyse market trends and identify potential partnership opportunities
- Highlight trends and changes affecting business relationships and relationship management systems

Level 2

- Analyse information from environment scanning to identify and assess opportunities for collaborative alliances
- Coordinate partnerships with external stakeholders
- Support the identification of potential initiatives, programmes and projects with other organisations

Level 3

- Initiate contact with potential partners and develop a collaboration plan
- Propose strategic initiatives, programmes and projects with other organisations
- Evaluate strategic impact or outcomes of external partnerships to determine the effectiveness of partnerships

Level 4

- Formulate long-term partnership strategies aligning with the organisation's vision
- Oversee inter-organisational initiatives, programmes and projects
- Negotiate strategic information exchange with key partners or stakeholders

Level 5

- Lead highly impactful cooperative initiatives with inter-organisational and external stakeholders
- Anticipate emerging technologies and trends, integrating them into partnership strategies
- Envision the future landscape of partnership management, strategising for long-term scalability and relevance

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Skill

Project Management *(Code: FSF_PR055)*

Definition

Plan and execute projects by managing stakeholders, resources, timelines and mitigating risks to ensure the successful completion of tasks within scope, budget and quality parameters

Level 1

- Support the implementation of small-scale projects by applying the appropriate methodologies and tools under supervision
- Define, document and execute small-scale projects or sub-projects
- Track activities against the project schedule and manage stakeholder involvement

Level 2

- Implement project plan for small to medium-scale projects, based on appropriate methodologies and tools by managing risks and ensuring quality control
- Facilitate execution of project modules
- Identify risks to the success of projects or modules and manage the risks
- Understand the importance of stakeholder management

Level 3

- Manage medium-scale projects by implementing appropriate methodologies and tools that blend waterfall and agile practices
- Pre-empt risks to the success of projects and develop a plan to mitigate them
- Investigate project exigencies, and identify and address their root cause
- Communicate effectively with team members and stakeholders

Level 4

- Lead end-to-end complex projects or multiple projects concurrently and coordinate project interdependencies by using appropriate methodologies and tools
- Competent in managing project budgets, resources and stakeholders
- Develop project-specific risk management plan

Level 5

- Direct and mentor multiple complex projects with precision and control, aligning them with strategic business priorities
- Set organisational strategy governing the direction and conduct of project management, including selection and application of methodologies
- Direct the project risk management approach, ensuring risks and issues align with policy

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Skill

Research and Information Synthesis *(Code: FSF_PR056)*

Definition

Effectively identify, source and interpret information to identify patterns, uncover insights, conduct benchmarking and integrate findings into recommendations and/or guide decision-making

Level 1

- Perform basic research by extracting relevant information from search databases
- Combine pieces of information from various sources to present a basic understanding of a topic
- Gather and organise benchmarking data to identify trends and patterns
- Report simple findings or facts obtained from research or information sources

Level 2

- Assess the credibility of information sources for quality and validity
- Summarise information concisely, highlighting key points and findings
- Interpret data and provide preliminary structure and framing of information into logical concepts
- Draw actionable insights from research, benchmarking data and recommend improvements

Level 3

- Determine and form research questions and research objectives based on business objectives
- Adapt research approaches and methodologies to changing research needs and priorities
- Apply and contextualise research insights to decision-making scenarios

Level 4

- Develop and execute comprehensive research plan aligning with organisational goals and strategies
- Oversee information synthesis to ensure the efficiency of research processes
- Integrate benchmarking insights into organisational performance management systems/processes, ensuring continuous improvement

Level 5

- Shape organisational strategies and decisions through research-backed insights
- Lead cross-functional teams, integrating research insights into various aspects of the organisation
- Advocate and practice a culture of ethics and data integrity for research

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Skill

Scenario Planning and Analysis *(Code: FSF_PR057)*

Definition

Create multiple scenarios, evaluate potential outcomes and devise adaptive plans to proactively address various possibilities and enable informed decision-making

Level 1

- Gather and organise relevant data and information for scenario development
- Identify possible scenarios that may affect the organisation based on data and information
- Communicate findings from scenario analysis along with the consequences or outcomes associated with these scenarios

Level 2

- Create scenarios by outlining different possible outcomes based on available information
- Identify basic risks and opportunities associated with different scenarios
- Conduct impact and sensitivity analyses to measure scenario outcomes and identify interdependencies

Level 3

- Monitor scenarios and future environments, and propose updates where necessary to ensure scenario planned outputs remain relevant to the business
- Adapt strategies and tactics based on the insights gained from scenario analysis
- Simulate scenarios using internal and external data to estimate overall risks, gains and losses of multiple scenarios

Level 4

- Develop scenario frameworks to define problem statements and focal issues and identify key stakeholders involved
- Evaluate scenario outcomes and determine potential implications on the business
- Integrate scenario outcomes into the organisation's strategic planning and decision-making processes

Level 5

- Influence strategic decisions and organisational strategies through compelling scenario narratives
- Develop scenarios that encompass long-term perspectives, helping the organisation plan for sustainable success
- Utilise scenario planning to inspire innovation and adaptive thinking within the organisation

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Skill

Shariah Research *(Code: FSF_PR058)*

Definition

Conduct research on Shariah developments and issues, interpret authoritative rulings and analyse persuasive views to advise on financial products, services and other business and operational activities

Level 1

- Demonstrate a basic understanding of Shariah principles and its application in the organisation's business operational activities
- Support in conducting research and studies on Shariah issues
- Assist in providing day-to-day Shariah advice and consultancy to relevant parties under supervision

Level 2

- Conduct in-depth research and analysis on Shariah issues
- Generate research reports and present research findings to the relevant stakeholders
- Assist in providing advice to internal and external stakeholders on Shariah matters

Level 3

- Synthesise research findings from various sources to offer multidimensional perspectives on Shariah issues
- Advise and guide stakeholders on Shariah matters, ensuring adherence to the Shariah Committee's decisions
- Contribute to the development and enhancement of internal policies and procedures for Shariah research and advisory service

Level 4

- Lead and manage research projects focused on Shariah issues, overseeing the entire research process
- Provide strategic direction and advice in addressing challenging Shariah issues and ensuring compliance with relevant regulations
- Drive the development and enhancement of internal policies and procedures related to Shariah research and advisory services

Level 5

- Spearhead and oversee strategic Shariah research initiatives
- Lead the development of innovative research methodologies and frameworks for Shariah issues, ensuring alignment with evolving industry standards and regulatory requirements
- Continuously evaluate and refine the organisation's Shariah research practices, ensuring they align with industry best practices and standards

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Skill Accounts Payable Management *(Code: FSF_PR059)*

Definition Manage and oversee the outflow of funds owed by an organisation to its vendors, suppliers and creditors for goods or services received

Level 1

- Perform data entry tasks related to accounts payable, ensuring accuracy and attention to detail in maintaining records and documentation
- Assist in preparing payment runs, including checks, electronic transfers and other payment methods
- Adhere to established policies and procedures for accounts payable, ensuring compliance with organisational guidelines and regulatory requirements

Level 2

- Prepare payable reports, such as aging reports and payment forecasts, and maintain accurate and organised documentation for all transactions
- Process invoices and payment requests, ensuring thorough validation and timely entry into the accounts payable system
- Conduct reconciliation of payable transactions, identifying discrepancies and taking corrective actions

Level 3

- Manage the accounts payable process, including reviewing and verifying invoices, obtaining approvals and processing payments
- Investigate and resolve discrepancies in invoices, purchase orders and supporting documents
- Manage relationships with vendors/suppliers/creditors, negotiate payment terms and ensure timely and accurate payments

Level 4

- Formulate accounts payable policies, procedures and guidelines, ensuring alignment with organisational objectives, regulatory requirements and industry best practices
- Lead initiatives to optimise accounts payable processes and workflows, leveraging automation, technology solutions and best practices
- Lead the resolution of vendors/suppliers/creditors disputes and discrepancies

Level 5

- Lead the strategic direction of the accounts payable function, aligning with broader organisational objectives
- Establish strategic partnerships with vendors/suppliers/creditors

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Skill Accounts Receivable Management *(Code: FSF_PR060)*

Definition Manage and oversee the inflow of funds owed to an organisation for goods or services provided on credit

Level 1

- Understand the importance of the finance operations role in maintaining the organisation's cash flow
- Assist in the reconciliation of accounts receivable balances and identify discrepancies
- Maintain organised records of transactions

Level 2

- Process and apply payments from customers to appropriate accounts and invoices, identify and resolve any discrepancies or issues that arise
- Prepare accounts receivable reports, such as aging reports and collection forecasts
- Perform account reconciliations, ensuring that accounts receivable records match financial statements/records, and addressing any discrepancies found

Level 3

- Manage customer accounts by monitoring outstanding balances, follow up on overdue payments, and maintain detailed records of communications and transactions
- Analyse accounts receivable reports, including trend analysis, collection forecasts, and performance metrics, and provide insights and recommendations to relevant stakeholders
- Identify opportunities for process improvements within the accounts receivable function, and suggest and implement changes to enhance efficiency, accuracy and compliance

Level 4

- Oversee accounts receivable processes, ensuring efficiency and effectiveness in the inflow of funds
- Formulate policies and procedures related to accounts receivable, ensuring they are robust, effective and compliant with regulatory requirements
- Lead the resolution of disputes and issues related to accounts receivable

Level 5

- Direct and strategically manage the accounts receivable function, establish best practices and contribute to the organisation's financial strategy
- Oversee compliance with all relevant regulations, standards and internal controls

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Skill Behavioural Finance *(Code: FSF_PR061)*

Definition Identify and address the psychological, social, cognitive and emotional factors in investment

Level 1

- Understand behavioural economics and finance theories
- Analyse existing investment portfolios, identifying behavioural biases influencing asset allocation
- Identify potential behavioural biases in personal or customer investment decisions

Level 2

- Analyse characteristics of traditional finance and behavioural finance decisions to yield better insights and improve decision-making
- Align investment portfolios with investors' risk tolerance and behavioural tendencies
- Conduct behavioural profiling of investors, understanding their psychological tendencies and preferences

Level 3

- Interpret behavioural data to draw meaningful conclusions about investor behaviour and market dynamics
- Manage portfolios by considering investors' behavioural biases and risk preferences to optimise investment outcomes
- Implement approaches to mitigate the effects of behavioural biases on investment decisions

Level 4

- Design behavioural interventions and digital decision support systems tailored to investor profiles, mitigating biases and promoting rational decision-making
- Integrate behavioural finance principles into the development of investment strategies, asset allocation models and portfolio construction techniques
- Review behavioural and emotional biases identified and mitigation methods

Level 5

- Develop and implement sophisticated plan to address and mitigate emotional and behavioural biases, ensuring the effectiveness of proposed methods
- Pioneer innovative investment strategies based on behavioural insights
- Translate insights into recommendations, helping the organisation capitalise on emerging financial trends

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Skill **Block Trading** *(Code: FSF_PR062)*

Definition Structure block trades, perform due diligence, bid on block trades and finalise transactions

Level 1

- Support basic block trading activities by participating in due diligence, bidding on block trades and assisting in the finalisation of transactions
- Follow established procedures and guidelines for block trading
- Gather and organise necessary documentation and information for block trade transactions

Level 2

- Coordinate block trades, demonstrating a strong grasp of market dynamics
- Actively contribute to the structuring of block trades, while facilitating the finalisation of transactions
- Assist in conducting due diligence on block trade opportunities, assessing risks and opportunities effectively

Level 3

- Structure block trades between bought deals, non-risk deals and back-stopped deals
- Determine the timing for execution of transactions
- Collect bids and/or participate in bidding
- Perform due diligence on block trades

Level 4

- Establish good relationships with customers
- Participate in bidding based on knowledge of the market dynamics of the industry or of the relevant stock
- Review purchase agreements to finalise block trade transactions
- Make announcements on finalised transactions before markets re-open

Level 5

- Direct block trading activities to minimise market impact, and maximise transaction efficiency and customer protection
- Comply with regulations and best practices, monitoring and adjusting processes as needed
- Evaluate and mitigate block trading risks, including legal and compliance risks and take proactive measures to protect the interests of all parties involved

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Skill **Budget Management** *(Code: FSF_PR063)*

Definition Prepare organisational budgets to support short- and long-term business plans through forecasting, allocation and financial policy setting

Level 1

- Demonstrate basic comprehension of budgeting principles, including its role in supporting organisational objectives and financial planning
- Support forecasting activities by gathering relevant data and assist in analysis
- Support the budgeting process by providing necessary data and information under supervision
- Adhere to established procedures and guidelines for budget preparation, ensuring compliance with organisational policies and standards

Level 2

- Perform forecasting and budgeting for the financial year
- Conduct analysis of budget performance against targets and identify variances and potential areas for improvement
- Prepare materials and presentations for budget reviews and discussions, ensuring clarity and coherence in conveying financial information

Level 3

- Monitor budget outcomes to ensure proper utilisation and accounting of resources against their intended purposes
- Manage actual budget to enable financial operations to forecast business plans be measured against
- Implement budget plans to manage resource allocation to business activities
- Present financial forecasts, budgets and budget outcomes to relevant stakeholders for endorsement

Level 4

- Formulate budgetary frameworks and guidelines to standardise budgeting processes across the organisation and improve efficiency
- Design key performance indicators (KPIs) to assess budget performance and facilitate continuous improvement in budgeting processes
- Establish budget governance structures and processes to ensure transparency, accountability and stakeholder engagement throughout the budgeting cycle

Level 5

- Set the direction for budgeting processes, aligning them with the organisation's long-term strategic objectives
- Champion the adoption of value-based budgeting principles, and focus on maximising value creation for stakeholders while ensuring efficient resource allocation and risk management

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Skill Capital Expenditure and Investment Evaluation *(Code: FSF_PR064)*

Definition Assess investments based on alignment with strategies, affordability, acceptable returns and prioritisation of options

Level 1

- Assist in assessing capital expenditure investments by using investment appraisal techniques
- Participate in data collection and analysis processes for investment evaluations
- Support in documenting findings and basic communication with relevant stakeholders regarding investment assessments

Level 2

- Perform payback and discounted payback techniques for investments
- Calculate Accounting Rate of Return (ARR), Net Present Value (NPV), Internal Rate of Return (IRR) and modified IRR to assess capital expenditure and investments
- Conduct risk assessment expenditures and investment portfolios
- Document and articulate findings to relevant stakeholders

Level 3

- Analyse the strengths and weaknesses of payback, discounted payback, ARR, NPV, IRR and modified IRR techniques to assess investments
- Conduct preliminary analysis of capital investment health against the organisation's capital management policies
- Evaluate risk exposure of capital expenditure and investment portfolio and recommend action steps to manage risks

Level 4

- Evaluate risk exposure of capital expenditure and investment portfolio and recommend action steps to manage risks
- Evaluate the strengths and weaknesses of payback, discounted payback, ARR, NPV, IRR and modified internal IRR and their impact on the business
- Provide views and recommendations to address the impact of the various investment appraisal techniques on investment projects

Level 5

- Direct investment appraisals and investment decisions for organisational capital management
- Provide expert recommendations and manage risks effectively based on the evaluation of capital expenditure and investment portfolio risk
- Communicate effectively investment recommendations and strategies to key stakeholders for decision-making at the highest level

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Skill Definition

Capital Management *(Code: FSF_PR065)*

Develop and implement capital allocation strategies to optimise returns on capital, while ensuring capital adequacy, taking into account market conditions, risk appetite and regulatory requirements

Level 1

- Assist in basic calculations of capital adequacy ratios to determine necessary capital buffers for the bank or financial institution
- Participate in data entry and basic analysis tasks related to capital management
- Support in documenting basic capital allocation processes and procedures

Level 2

- Calculate forecasted capital buffers based on defined capital adequacy ratios
- Calculate capital returns and other key indicators to report on performance
- Assist in preparing reports and documentation for communicating capital allocation strategies to various business units

Level 3

- Analyse and report on the alignment between actual capital returns and expected capital returns for improvement in capital allocation strategies
- Identify ways to improve organisational compliance with capital-related legislative and regulatory requirements
- Prepare documentation for the communication of capital allocation strategies to various business units

Level 4

- Propose capital allocation strategies to achieve returns, aligning with capital objectives
- Determine capital adequacy ratios for the organisation, based on evaluations of risk exposure and capital buffers required
- Perform Risk-Weighted Assets (RWA) calculations for credit risk, market risk and operational risk, to determine capital adequacy ratios for sizing capital buffers

Level 5

- Define capital management strategies to guide overall capital allocation strategies and capital growth objectives
- Set and derive capital return goals based on the organisation's strategic goals
- Communicate the rationale underlying target capital levels to stakeholders, to reflect to them the risk of their businesses

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Skill Capital Raising *(Code: FSF_PR066)*

Definition Acquire or raise capital and funds from various sources to support the financial needs and growth objectives of the organisation

Level 1

- Understand the different sources of capital
- Assist in the preparation of basic documentation required for capital raising activities
- Conduct basic financial analysis to assess the organisation's financial performance and viability as part of the capital raising process

Level 2

- Identify potential sources of capital based on the organisation's financing needs and strategic priorities
- Conduct market research and analysis to assess market trends, investor preferences and competitive landscape relevant to capital raising activities
- Coordinate financing activities, including scheduling meetings, preparing materials and liaising with internal and external stakeholders, to ensure smooth execution of capital raising initiatives

Level 3

- Prepare and interpret financial models, projections and valuations to assess the impact of potential funding sources on the organisation's financial health
- Conduct due diligence processes, ensuring all necessary financial, legal and operational information is accurately gathered and presented to relevant stakeholders
- Monitor the progress of capital-raising initiatives and prepare regular reports on their status

Level 4

- Integrate capital-raising activities with the organisation's long-term financial goals and growth objectives, ensuring alignment with overall business strategy
- Manage relationships with a diverse range of investors
- Navigate regulatory frameworks and provide guidance on legal and compliance issues related to capital raising

Level 5

- Shape the overall financial strategy of the organisation, aligning capital-raising efforts with long-term growth objectives and organisational vision
- Maintain and enhance relationships with key investors and financial stakeholders
- Keep updating emerging trends and incorporate these into the organisation's capital-raising strategy

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Skill

Cash Flow Management *(Code: FSF_PR067)*

Definition

Monitor, analyse and optimise cash inflows and outflows of the organisation to ensure sufficient liquidity to meet financial obligations and operational needs

Level 1

- Understand the factors driving cash inflows and outflows within the organisation
- Assist in cash flow analysis by reviewing historical cash flow statements and identifying trends in cash inflows and outflows over time
- Support in cash forecasting activities by gathering relevant data and assisting in the preparation of short-term cash flow projections

Level 2

- Perform cash flow analysis by examining historical cash flow data, identifying trends and evaluating key drivers impacting cash flows within the organisation
- Execute cash flow forecasts by gathering relevant data, analysing cash flow patterns and preparing cash flow projections
- Prepare cash flow reports to provide accurate and timely information to relevant stakeholders for decision-making purposes

Level 3

- Monitor cash flow trends and variances against forecast amounts, identify deviations and potential risks to liquidity, and provide recommendations for corrective actions
- Develop cash flow forecasts, and incorporate macroeconomic factors, industry trends and operational metrics to enhance forecast accuracy and reliability
- Manage the preparation and analysis of cash flow reports and liquidity analyses, present findings to relevant stakeholders, and provide strategic recommendations to optimise cash flow performance

Level 4

- Develop and execute strategic cash flow planning initiatives, aligning cash flow objectives with long-term financial goals and operational requirements to support sustainable growth and financial stability
- Lead liquidity stress testing exercises to assess the organisation's resilience to severe market conditions and funding disruptions, identify vulnerabilities and recommend proactive measures to strengthen liquidity risk management
- Formulate cash flow optimisation frameworks, and integrate cash flow forecasting, working capital management and capital structure optimisation strategies

Level 5

- Lead the development and implementation of cash flow solutions to optimise working capital management and to enhance liquidity
- Direct regulatory compliance initiatives related to cash flow management, ensuring adherence to regulatory requirements, accounting standards, industry best practices and organisational goals

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Skill

Client Investment Suitability *(Code: FSF_PR068)*

Definition

Determine customer suitability, financing needs, risk management requirements and investment objectives, and propose relevant sales opportunities

Level 1

- Gather and document customer information including financial goals, risk tolerance and investment preferences
- Conduct customer needs assessments to identify financing needs, risk management requirements and investment objectives
- Conduct market research to identify emerging investment opportunities and potential threats

Level 2

- Construct investment portfolios tailored to customer profiles and objectives
- Assess and categorise customers based on risk tolerance, financial goals and investment preferences
- Assess the suitability of products with customer investment profiles and portfolios

Level 3

- Evaluate customer investment profiles to determine their financing needs and investment objectives
- Determine products or investment planning advice to recommend to customers based on customer suitability assessment
- Align sales opportunities with customers' financial goals and risk tolerance

Level 4

- Develop guidelines and strategies for the organisation’s customer identification, acquisition and investment suitability assessment
- Align acquisition strategies and suitability assessments with customer behaviours, best practices and latest trends in the market
- Provide strategic guidance that aligns with customers' long-term financial aspirations

Level 5

- Guide the direction of the organisation's overall customer acquisition and investment suitability strategies
- Set the organisation's investment risk thresholds
- Educate customers about the intricacies of investment strategies, ensure customers have a clear understanding of the rationale behind portfolio recommendations and foster confidence and trust

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Skill Definition

Credit Assessment *(Code: FSF_PR069)*

Assess and monitor creditworthiness and financial viability of an individual or the organisation, based on internal credit guidelines to determine suitable credit structuring options

Level 1

- Identify and verify availability of correct documentation for credit assessment
- Interpret information contained in financial statements
- Apply credit risk analysis techniques to determine type of borrowers and identify creditworthiness for simple borrower or customer scenarios

Level 2

- Review credit documentation and financial statements for standard credit applications
- Verify credit risk analysis findings and reported results
- Distinguish the difference between internal and external credit ratings

Level 3

- Monitor on-going credit worthiness of customers
- Assess the impact of unfavourable factors on customers' creditworthiness
- Draft basic credit proposals and credit structuring options based on credit assessment

Level 4

- Approve credit risk ratings for borrower or customers
- Review creditworthiness assessments performed by team members
- Develop credit facility structures to meet customers' needs and requirements
- Provide recommendations for loan structuring based on assessed creditworthiness

Level 5

- Evaluate summaries and assumptions made for assessment of on-going credit worthiness of complex and priority customers
- Provide strategic direction in aligning credit assessments to policies
- Endorse credit facility structures and suggested credit structuring options

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Skill Financial Analysis and Modelling *(Code: FSF_PR070)*

Definition Evaluate the organisation's financial performance by using financial analysis and valuation models

Level 1

- Assist in conducting basic financial analysis, including evaluating performance and investment suitability
- Support financial modelling activities to contribute to valuation conclusions
- Participate in data entry and basic calculations related to financial analysis and modelling

Level 2

- Calculate revenue and key financial ratios by using appropriate revenue recognition methods to identify the competitive advantage
- Analyse financial models and valuation of business to arrive at an acceptable price for the deal and draw consensus on the commercial terms
- Build financial calculations into spreadsheets and apply flexibility to accommodate modifications of assumptions

Level 3

- Evaluate the organisation's financial performance and position based on key indicators and ratios identified to develop investment suitability recommendations
- Review the valuation model's assumptions and methodology for gaps and limitations
- Review the suitability of the valuation methods and modelling techniques

Level 4

- Review the financial analysis conducted and define investment suitability indices, based on financial health indicators
- Evaluate financial, forecast and valuation models for consistency and reasonableness
- Review financial modelling analysis and techniques to ensure alignment with the organisation's strategic direction

Level 5

- Determine the organisation's profitability, financial health and investment suitability through comprehensive financial analysis
- Develop advanced financial models and valuation techniques to provide strategic insights and optimise financial decisions
- Provide recommendations on investment suitability and financial health based on advanced financial health analysis

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Skill Financial Planning *(Code: FSF_PR071)*

Definition Develop plans to achieve customers' future financial objectives by using appropriate financial planning tools

Level 1

- Identify information required to develop a financial plan
- Identify the components of a financial plan
- Identify the possible strategies for creating a financial plan

Level 2

- Gather and organise the information required to develop the financial plan
- Identify material changes in customer's personal and financial situation
- Assist customers in implementing and monitoring their financial plans, making necessary adjustments to align with changing circumstances and financial goals

Level 3

- Analyse the customer's current situation and identify opportunities and constraints to achieve the desired objectives
- Analyse the inter-relationships across the different components of financial planning
- Analyse and model strategic options to find the optimal strategy for the customer's financial goals
- Collaborate with customers to implement and monitor their financial plans and adjust as needed

Level 4

- Evaluate the financial plan objectives that considers customer's attitude and level of financial sophistication
- Consolidate the recommendations and action steps into the financial plan.
- Develop strategies to manage the risk associated with the financial plan execution

Level 5

- Review and assess processes to ensure the information collated for the financial plan is sufficient, accurate and consistent
- Lead the assessment of the feasibility of proposed strategies to achieve the desired financial objectives
- Drive the development of strategies to mitigate risks associated with decisions to review the financial plan

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Skill

Financial Reporting *(Code: FSF_PR072)*

Definition

Prepare, analyse and present financial statements and statutory reporting in accordance with the applicable reporting standards, regulatory requirements and frameworks

Level 1

- Understand the basic requirement on the preparation of financial reports
- Assist with the preparation of financial reports
- Recognise the applicable accounting principles, guidelines and work processes for the preparation of financial reports

Level 2

- Prepare financial reports and ensure compliance in reporting processes
- Identify trends, variances and anomalies in financial information
- Understand how to apply the relevant accounting standards and regulatory reporting requirements for the preparation of financial reports

Level 3

- Interpret financial data to identify patterns, trends and outliers, and provide insights into the organisation's financial performance
- Identify and mitigate financial risks associated with reporting inaccuracies, compliance failures, or internal control weaknesses
- Identify inefficiencies, implement solutions to streamline reporting processes, reduce cycle times and enhance accuracy and reliability

Level 4

- Oversee financial reporting processes to ensure compliance with accounting standards and regulatory requirements
- Analyse financial data to provide strategic insights, identify opportunities for growth, and optimise resource allocation
- Evaluate the impact of changes in the accounting standards and regulatory requirements to the business
- Drive the adoption and implementation of new accounting standards and regulatory reporting requirements

Level 5

- Provide strategic direction on the formulation of new procedures and guidelines due to business requirements and new accounting standards
- Lead the operational and strategic improvements on financial reporting in collaboration with relevant business leaders
- Communicate financial information and insights effectively to executive leadership, board members, investors, analysts, and other key stakeholders to influence strategic decisions and shape organisational outcomes

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Skill Definition

Financial Transactions *(Code: FSF_PR073)*

Oversee and prepare business documentation and cash balances as well as perform payments, collections and remittances in accordance with applicable frameworks and regulatory requirements

Level 1

- Record business transactions and events accurately
- File records of business documentation accurately
- Recognise basic controls to mitigate financial reporting and record-keeping risks

Level 2

- Verify data recorded for business transactions and events
- Identify external and internal parties involved in payment and remittance processing
- State key checks that need to be done in payments or collections processing

Level 3

- Determine the appropriate procedures for the preparation of basic cash flow statements
- Resolve issues and/or breaches with regard to payments or collections processing
- Investigate unusual transactions and analyse Anti-Money Laundering (AML) reports

Level 4

- Prepare complex cash flow statements and supporting schedules
- Identify and implement improvements to financial processes
- Stay updated on financial reporting standards and regulatory requirements, ensuring financial reporting practices are compliant

Level 5

- Lead the development and implementation of financial policies and procedures
- Oversee the preparation of financial statements and reports, ensuring that they are accurate and comply with reporting standards
- Provide financial guidance and support to Senior Management

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Skill Fund Accounting *(Code: FSF_PR074)*

Definition Manage fund accounting to record, value and report on fund transactions and holdings

Level 1

- Assist in identifying errors and unmatched trades, contributing to the preparation of net asset valuation reports for funds
- Support in basic calculations of net asset values and fund financial reports
- Assist in maintaining accurate records of fund transactions and unit-holders' information

Level 2

- Gather and analyse relevant information to value securities where there is no or limited market price information
- Identify errors and customer issues during updating of unitholders' records, processing payments and refund requests
- Record unmatched trades and flag for resolution
- Calculate net asset value per share for each fund
- Prepare net asset valuation report of funds

Level 3

- Review unmatched trades and determine action for resolution
- Establish processes to value securities where there is no or limited market price information
- Investigate and resolve identified discrepancies, customer issues and queries, or errors in accordance with organisational policy and procedures
- Review calculations of per unit net asset valuation for each fund to ensure calculations are as prescribed by the Trust Deed of the respective fund

Level 4

- Evaluate and optimise fund accounting processes to ensure accuracy, efficiency and compliance with regulations
- Lead comprehensive fund accounting activities, including the resolution of complex unmatched transactions, pricing of securities and the preparation of fund-related financial reports
- Collaborate with internal and external stakeholders to address complex fund accounting challenges, including reconciliations, pricing discrepancies and regulatory inquiries

Level 5

- Drive the development and implementation of innovative approaches to enhance fund accounting efficiency, accuracy and compliance
- Lead complex fund accounting investigations and resolutions by using advanced analytical skills and industry expertise to resolve intricate issues efficiently and effectively
- Spearhead the formulation and execution of advanced fund accounting strategies

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Skill Definition

Insurance Claims Processing *(Code: FSF_PR075)*

Handle assessment and investigation of insurance claims to ensure efficiency and effectiveness of claims functions and reduce risk exposure

Level 1

- Demonstrate basic understanding of insurance policies and coverages
- Conduct data entry and document management for claims files
- Follow established procedures for routine claims processing
- Assist in the collection of information required for claims processing

Level 2

- Analyse claim documentation and verify coverage eligibility
- Review insurance policies to determine the coverage for claimed losses
- Support claims investigation procedures
- Calculate claim payments and generate settlement offers

Level 3

- Generate detailed claims report and documentation
- Handle complex claims across various lines of insurance
- Coordinate with various stakeholders regarding claims processing

Level 4

- Oversee the development of claims reports and provide insights to management
- Evaluate effectiveness of claims function and claims handling approaches and propose areas for improvement
- Ensure the organisation stays compliant with all the updated legislations and regulations regarding insurance claims

Level 5

- Lead the deployment of claims related strategy, policy and process in the organisation
- Ensure compliance with all regulatory requirements during claims processing
- Establish organisation's standard operating procedures for collecting claims and payments

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Skill Internal Control *(Code: FSF_PR076)*

Definition Evaluate effectiveness and efficiency of internal controls in the organisation

Level 1

- Understand internal control processes/procedures/ guidelines
- Identify common control issues and discrepancies
- Adhere to established procedures and guidelines for internal controls and compliance

Level 2

- Conduct analysis of internal control data to identify trends, anomalies, or areas of improvement and contribute insights to control evaluations
- Identify control issues or deficiencies, and propose potential solutions or improvements
- Participate in internal control audits by assisting in planning, conducting fieldwork and documenting findings

Level 3

- Perform internal control analysis and evaluations, identify root causes of inefficiencies or weaknesses and recommend strategic solutions
- Recommend process improvements and control enhancements based on evaluation findings
- Participate in quality assurance reviews of internal control evaluations, ensuring adherence to standards, methodologies and best practices

Level 4

- Formulate internal control policies and procedures, ensuring they are up-to-date, effective and compliant with relevant regulations and standards
- Lead initiatives to optimise internal control processes and procedures by streamlining workflows, reducing redundancies and enhancing overall efficiency
- Ensure that internal control systems are fully integrated with key business processes, enhancing their relevance and effectiveness in supporting organisational goals

Level 5

- Provide strategic leadership and vision for the organisation's internal control policies and procedures
- Spearhead continuous improvement initiatives by benchmarking the organisation's internal control practices against industry best practices and ensure implemented enhancements drive superior performance

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Skill Islamic Wealth Management *(Code: FSF_PR077)*

Definition Manage Shariah-compliant financial planning and investment strategies in accordance with Islamic Finance principles

Level 1

- Conduct research to identify Shariah-compliant investment opportunities
- Perform basic financial analysis to assess the performance of Shariah-compliant investment portfolios
- Demonstrate knowledge and understanding of Islamic finance principles and familiarity with common Islamic financial instruments

Level 2

- Conduct financial needs assessments for customers, identifying their financial goals and aspirations
- Support in the development of financial plans for customers
- Identify opportunities and potential risks for customers' wealth preservation and growth

Level 3

- Manage diverse portfolios aligning with Shariah principles
- Develop financial plans aligning with customer's financial goals and risk tolerance
- Engage with customers to understand their financial aspirations and offer suitable wealth advice

Level 4

- Formulate the organisation's Islamic wealth management strategies, integrating best practices and evolving customer needs
- Develop innovative and diversified investment portfolios, aligning with Islamic investment guidelines
- Build and maintain relationships with customers to provide bespoke Islamic wealth management solutions

Level 5

- Direct the development of Shariah-compliant wealth management frameworks, catering to evolving market demands and customer needs
- Anticipate emerging trends and developments in the Islamic finance landscape, guiding customers and organisation towards the strategic advantage
- Establish strategic partnerships with key stakeholders to enhance the depth and breadth of Shariah-compliant wealth management services provided to customers

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Skill

Liquidity Management *(Code: FSF_PR078)*

Definition

Oversee and optimise the organisation's liquidity, cash flows, financial assets and financial risks to ensure efficient and effective management of its financial resources

Level 1

- Support liquidity management efforts by assisting with the monitoring of cash positions and short-term funding needs, under supervision
- Perform basic financial reporting tasks related to treasury activities, such as, preparing cash flow statements or liquidity reports

Level 2

- Support efforts to optimise cash flows by assisting in the analysis of liquidity needs and recommending appropriate actions to ensure efficient cash management
- Analyse cash flow patterns and assist in the development of short-term funding plans to meet liquidity needs
- Ensure accurate record-keeping of treasury transactions and activities, and maintain documentation in compliance with internal controls and regulatory standards

Level 3

- Develop and maintain liquidity forecasting models to accurately predict short-term and long-term liquidity needs
- Conduct comprehensive financial risk analysis to assess the impact of various market conditions on the organisation's financial position and recommend appropriate risk mitigation strategies
- Streamline treasury processes and workflows to improve operational efficiency and reduce manual intervention, leveraging technology and best practices in treasury management

Level 4

- Conduct in-depth analysis of financial markets, economic trends and regulatory developments to anticipate changes in market conditions and inform treasury strategies and investment decisions
- Lead efforts to optimise the organisation's capital adequacy and capital allocation across business units and risk categories
- Enhance treasury governance and internal controls by implementing robust policies, procedures and risk management frameworks, ensuring compliance with regulatory requirements and best practices

Level 5

- Provide strategic leadership for the treasury function, setting the vision, goals and priorities, aligning with the organisation's overall strategic objectives and industry best practices
- Stay updated of regulatory developments and assess their impact on treasury operations

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Skill

Mergers and Acquisitions *(Code: FSF_PR079)*

Definition

Analyse mergers and acquisitions (M&A) strategically to identify, evaluate and execute opportunities to increase the organisation's valuation

Level 1

- Understand M&A concepts and end-to-end M&A processes
- Conduct research on potential target companies or acquisition opportunities
- Support due diligence activities by gathering and organising documents and information required for the due diligence process

Level 2

- Analyse the impact of M&A processes and activities on existing businesses
- Manage risks related to M&A process, from identification of targets through due diligence and post-deal execution and integration
- Facilitate discussions with internal stakeholders to develop M&A implementation plans

Level 3

- Identify and evaluate M&A opportunities to create shareholder value
- Facilitate the development of M&A implementation plans with internal stakeholders to integrate the acquired company into the existing organisation
- Support in leveraging M&A opportunities to drive down effective tax rates, increase the organisation’s valuations and capitalise on internal economies of scale

Level 4

- Identify and leverage M&A opportunities to drive down effective tax rates, increase the organisation valuations and capitalise on synergies to create scale
- Monitor the measures of success of the M&A
- Drive the completion of M&A deals and formulate new functional workflows to streamline the execution of M&A processes across functional tracks

Level 5

- Lead the M&A process from target identification through to due diligence and post-deal execution and integration
- Develop and implement success measures for M&A initiatives and continuously monitoring and evaluate their performance against established targets
- Utilise advanced financial modelling and valuation techniques to assess the impact of M&A activities on the organisation's valuation

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Skill Definition

Tax Advisory *(Code: FSF_PR080)*

Provide advice and strategic guidance on tax-related matters to optimise an organisation's tax position while ensuring compliance with all applicable laws and regulations

Level 1

- Understand fundamental tax concepts, principles and regulations relevant to the organisation's operations
- Assist with preparing tax returns and filings, and other tax documents
- Maintain records and documentation related to tax matters, including tax filings, correspondence with tax authorities, and supporting documentation for tax positions taken by the organisation

Level 2

- Prepare and file tax returns, ensuring timely submission and accuracy of tax-related documents in adherence to regulatory requirements
- Identify potential tax risks and issues by reviewing financial data, transactions and business operations for tax implications
- Analyse financial data and statements to identify potential tax implications and trends, and provide valuable insights to support tax planning and compliance efforts

Level 3

- Implement tax planning initiatives by identifying potential tax savings opportunities and provide detailed analytical support
- Analyse the impact of changes in tax regulations on the organisation and develop recommendations to adapt to these changes
- Provide clear and informed tax guidance to relevant stakeholders

Level 4

- Formulate tax strategies, aligning with the organisation's goals and objectives
- Design and implement tax structures to optimise tax efficiency, minimise tax liabilities and enhance the organisation's competitive advantage
- Provide tax advice to senior management and key stakeholders, leveraging in-depth knowledge and insights to inform decision-making

Level 5

- Oversee all aspects of tax compliance, including reporting, filings and documentation, to ensure full adherence to regulatory requirements
- Serve as a trusted advisor to executive leadership, board members and key stakeholders, providing clear, concise and actionable tax advice and insights that inform strategic decision-making and drive business success

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Skill **Tax Compliance** *(Code: FSF_PR081)*

Definition Understand, apply and adhere to tax laws and regulations to ensure compliance with statutory tax obligations

Level 1

- Recognise tax laws and regulations, and understand the importance of complying with tax obligations
- Assist with record-keeping for tax compliance purposes
- Conduct basic compliance checks and reviews to ensure adherence to tax laws and regulations

Level 2

- Maintain accurate records and documentation related to tax filings and compliance activities
- Identify common errors or discrepancies in tax compliance check and reviews, and take corrective actions as necessary
- Execute routine tax filings accurately and efficiently

Level 3

- Analyse the tax implications of various financial transactions and business activities, identifying potential risks and opportunities for optimisation
- Provide support in the resolution of tax disputes or inquiries with tax authorities
- Assess the effectiveness of existing controls, identify areas for improvement, and implement enhancements to ensure ongoing compliance with statutory obligations

Level 4

- Formulate and implement tax strategies aligned with business objectives, leveraging deep understanding of tax laws and regulations
- Resolve tax disputes or controversies through strategic analysis, negotiation and advocacy
- Drive continuous improvement initiatives in tax compliance processes, systems and practices.

Level 5

- Shape the strategic direction of tax compliance efforts within the organisation
- Provide advice on complex transactions, such as mergers and acquisitions, and restructurings by assessing the tax implications, developing strategic recommendations, and navigating regulatory requirements to optimise tax outcomes for the organisation

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Skill Definition

Trade Finance Management *(Code: FSF_PR082)*

Perform trade finance products processing and manage trade financing procedures by identifying appropriate solutions that minimise trade risks and enhances trade finance products, services and systems

Level 1

- Assist in trade finance product processing
- Contribute to identifying appropriate solutions to mitigate trade risks
- Gather supporting documentary evidence for trade finance applications

Level 2

- Analyse trade finance solutions to address trade financing needs
- Perform reporting of cash flow and trade finance activities
- Perform trade finance documentation checks transactions
- Analyse various financing structures along the supply chain for adequate financing

Level 3

- Monitor and analyse periodic cash flow and trade finance activities to identify opportunities for improvement
- Assess the trade finance landscape and risks to develop and implement enhancements to trade finance and cash management products, services and systems
- Develop and implement marketing initiatives and enhancements for trade finance and cash management products, services and systems

Level 4

- Establish compliance guidelines for trade finance procedures
- Formulate international trade finance and cash management products, services and systems
- Formulate balance sheet management strategies for the organisation to maximise cash flow returns via analysis of economic information
- Establish policies for trade documentation

Level 5

- Lead trade finance product processing and trade financing procedures
- Spearhead the development and implementation of advanced strategies and digital solutions to mitigate trade risks effectively
- Establish and maintain a comprehensive digital trade finance management framework aligning with the organisation's strategic objectives and best practices

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Skill

Valuation *(Code: FSF_PR083)*

Definition

Research and analyse information to perform valuation for financial assets and liabilities in accordance with applicable frameworks and regulatory requirements

Level 1

- Assist in gathering basic information required to support the valuation process
- Understand different types of valuation theories and methodologies
- Conduct basic pricing models

Level 2

- Perform modelling, forecasting, investment appraisal techniques by leveraging relevant tools and methodologies to conduct the analysis
- Extract relevant information from different sources to perform valuations for business and financial assets
- Contribute to the development of valuation reports
- Conduct industry research and analysis to support valuation assumptions

Level 3

- Lead valuation processes for business and financial assets
- Prepare actuarial valuation reports and present findings to management
- Interpret valuation results and provide well informed recommendations

Level 4

- Review valuation for business and financial assets
- Develop risk management processes to manage valuation risk
- Evaluate the source of information relevant to valuation for accuracy and relevance

Level 5

- Lead valuations and risk management processes and the scope of research for valuation purposes
- Formulate organisational strategies for valuation of business and financial assets
- Evaluate methodologies and techniques for executing valuation work by utilising a deep understanding of valuation approaches and methodologies
- Act as Subject Matter Resource (SMR) for linking valuation results to business strategy and policy decisions

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Skill Compensation and Benefits *(Code: FSF_PR084)*

Definition Develop, implement and manage the compensation and benefits passed on by a firm to its employees

Level 1

- Understand the organisation's reward philosophy as well as monetary and non-monetary programmes, policies and processes
- Demonstrate knowledge of different roles within the organisation and its job worth
- Address stakeholder queries on the organisation's compensation and benefits programmes and processes and address frequently asked questions

Level 2

- Prepare cost-effective compensation structures and benefit packages aligning with market benchmarks
- Analyse compensation data and market trends to make informed decisions about competitive salary adjustments and benefits packages
- Coordinate activities with internal or outsourced teams to manage benefits enrolment and administration

Level 3

- Design and implement appropriate pay, benefits, incentives and retirement plan
- Ensure compensation and benefits policies comply with legal and regulatory requirements
- Assess competitiveness and effectiveness of compensation and benefits programmes and recommend adjustments as needed

Level 4

- Review emerging compensation management trends and processes to remain competitive in current job market
- Manage employee communications to increase awareness of compensation, benefits and career advancement across various ranks
- Engage key stakeholders to gain commitment and approval on rewards processes and policies

Level 5

- Develop and execute the organisational compensation and benefits strategies aligning with the organisation's employee value proposition and employee's needs
- Establish a clear vision for compensation and benefits practices that support employee retention, engagement and business success
- Oversee the management of complex compensation and benefits programmes

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Skill Employee Engagement Management *(Code: FSF_PR085)*

Definition Map, design, manage and continuously monitor the overall employee experience throughout their journey with the organisation

Level 1

- Administer surveys to collate information on employee engagement
- Support the execution and communication of employee engagement interventions
- Collect data and feedback from employees on employee engagement programmes

Level 2

- Analyse the results from employee engagement surveys
- Implement employee engagement programmes according to plan
- Measure the effectiveness of employee engagement programmes
- Identify communication channels to support employee engagement activities

Level 3

- Design employee engagement surveys
- Review analyses of employee engagement survey data
- Utilise meaningful insights from employee engagement analyses and develop real-time and digital employee engagement programmes and activities
- Design metrics to evaluate the effectiveness of employee engagement programmes

Level 4

- Identify and prioritise the employee engagement drivers that have the biggest impact on employee performance
- Lead the implementation of employee engagement policies and programmes and evaluate their effectiveness
- Drive participation of various employee groups and ranks in employee engagement programmes and foster inclusivity, involvement and trust

Level 5

- Evaluate the impact of employee engagement levels and their drivers on organisational effectiveness
- Provide direction and strategy to elevate employee experience and engagement in alignment with the organisation's employee value proposition
- Establish a culture of continuous improvement, where employee feedback and insights are used to refine and enhance engagement programmes

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Skill Definition

Employee Experience Design *(Code: FSF_PR086)*

Manage work experience and working conditions that inspire, motivate and engage employees, leading to increased productivity, satisfaction and loyalty

Level 1

- Understand the basic principles of employee experience design
- Assist in assessing and documenting the current employee experiences within the organisation
- Gather inputs on expectations and aspirations on targeted employee experiences

Level 2

- Assess end-to-end employee experiences across ranks and how they are interrelated with one another
- Assess gaps between current and targeted employee experiences or aspirations

Level 3

- Design impactful and engaging experiences that can lead to productivity and retention
- Implement and communicate the initiatives to improve employee experience
- Measure and analyse impact of employee experience initiatives

Level 4

- Drive innovation and change to overcome barriers that hinder a good employee experience
- Develop and maintain employee feedback channels to gather information on employee needs and expectations

Level 5

- Lead change, influence others within the organisation and advocate for employee needs
- Leverage on HR practices and technologies to design, monitor, assess and enhance employee experience
- Stay abreast with the latest trends and best practices in employee experience design, incorporating findings into the organisation

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Skill Definition

Employee Performance Management *(Code: FSF_PR087)*

Establish and implement organisation-wide performance management strategies, to align and manage employee and organisational goals, enhance employee competencies and improve overall business performance

Level 1

- Demonstrate a basic understanding of performance management processes and KPIs
- Address basic and common performance management queries
- Contribute to identifying potential areas for improvement based on existing practices

Level 2

- Contribute to managing the evaluation and enhancement of people performance goal setting, feedback and evaluation processes
- Provide recommendations for enhancing the performance management system
- Analyse performance data to identify trends and areas for improvement

Level 3

- Review and assess the effectiveness of performance management processes against business KPIs
- Recommend and implement improvements to performance management system based on industry trends and best practices
- Facilitate or guide performance calibration sessions and provide coaching and good practices on fair and objective performance evaluation

Level 4

- Provide facilitation, guidance and coaching on leadership performance and succession planning
- Develop strategies for aligning performance management with employee rewards, progression and talent development
- Lead projects to revamp and modernise performance management processes to improve employee performance and organisational outcomes

Level 5

- Lead the strategic design and implementation of innovative performance management systems
- Integrate cutting-edge industry practices into performance management strategies to achieve optimal organisational performance and growth
- Act as a subject matter expert in performance management, setting the standard for best practices

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Skill

Employer Branding *(Code: FSF_PR088)*

Definition

Define the unique value proposition of the organisation as an employer and implement strategies to effectively communicate and strengthen the employer brand

Level 1

- Demonstrate a basic understanding of the concept of employer branding and the organisation's current employer branding
- Assist in basic research activities to support the development of employer branding strategies
- Conduct research to gain insights into targeted talent pool and their preference

Level 2

- Support the development of employer branding strategies that align with the organisation's strengths and objectives
- Assist in the communication and documentation of employer branding initiatives to stakeholders
- Contribute to evaluating the impact of employer branding efforts within the organisation

Level 3

- Define target talent pool and develop compelling branding narratives and messaging
- Analyse current organisational employer brand position to identify gaps
- Manage content creation and compelling employer branding materials that aligning with the organisation's values
- Measure employer branding efforts and effectiveness

Level 4

- Plan, implement and evaluate initiatives and campaigns on employee branding
- Drive creative thinking and innovation to develop a fresh approach and distinguish organisation's employer branding from competitors
- Review the effectiveness of the processes of developing the employer brand and recommend refinements

Level 5

- Evaluate and measure the long-term impact of employer branding on organisational performance
- Drive adaptability and continuous learning to maintain a distinct employer branding and adapt strategies based on feedback and evolving market needs
- Continuously review and refine the processes for developing and maintaining the employer brand

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Skill Definition

Industrial Relations *(Code: FSF_PR089)*

Understand, manage and navigate the relationship between employers and employees or their representatives to uphold equitable practices, foster a positive work environment and effectively resolve disputes or conflicts

Level 1

- Demonstrate a basic understanding of industrial relations principles and practices
- Identify key stakeholders in industrial relations, including employers, employees and their representatives
- Address commonly asked questions on industrial relations policies and processes

Level 2

- Analyse and interpret collective bargaining agreements, employment contracts and relevant labour laws
- Assist in conducting negotiations or discussions related to employment terms and conditions
- Contribute to the resolution of workplace disputes and conflicts through established procedures

Level 3

- Analyse and interpret complex labour laws and regulations and ensure organisational compliance
- Communicate effectively to convey clear and accurate information, listen actively and foster open dialogue and trust
- Mediate and resolve disputes via fair assessment and processing of the case

Level 4

- Facilitate effectively productive discussions and negotiate mutually beneficial agreements with employees
- Evaluate and analyse the impact of labour laws and regulations on the organisation's policies and operations as well as recommend and implement changes
- Resolve complex workplace disputes and conflicts using a variety of negotiation and mediation techniques

Level 5

- Direct the organisation's overall industrial relations strategies, manage and communicate changes to employees in time of regulatory change or internal transformations
- Lead complex negotiations and manage high-stakes labour disputes
- Drive continuous research and learn about labour market changes, evolving employment practices and emerging approaches to foster positive industrial relations

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Skill

Learning Management *(Code: FSF_PR090)*

Definition

Assess employees' learning and development (L&D) requirements and effectively design and execute L&D initiatives to enhance employees' potential and contribution to the organisation

Level 1

- Assist in identifying skills gaps and training needs within the organisation by collecting feedback and analysing performance data
- Assist in learning programmes' administration, including logistics, third party coordination, programme registration, documentation and employee certification
- Prepare L&D reports for internal and external stakeholders

Level 2

- Monitor and engage key stakeholders to increase registration and participation across L&D programmes
- Assess employee training needs and assist in developing strategies to address those needs
- Contribute to the development of training materials and resources based on identified needs

Level 3

- Review organisational strategies and business plans that impact the team's competency requirements
- Coordinate and facilitate training sessions and workshops
- Manage the design, build or set up and launch/revise of L&D programmes with internal and/or external stakeholders
- Assist in evaluating the effectiveness of training programmes against learning goals

Level 4

- Drive L&D innovation to enhance delivery and effectiveness of learning programmes
- Identify and implement human resource (HR) trends that may impact organisational performance
- Manage relationships with internal and external trainers, vendor, learners and key stakeholders
- Identify the learning and development needs of organisational units or the organisation as a whole

Level 5

- Drive L&D culture and strategies to build the organisation's workforce capability
- Promote engagement strategies to improve organisational performance through L&D

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Skill Definition

Onboarding and Offboarding *(Code: FSF_PR091)*

Plan and facilitate the seamless integration of new employees into the organisation and the smooth transition of departing employees, ensuring a positive experience for all individuals

Level 1

- Understand the onboarding and offboarding processes and key contracts across different employee groups
- Monitor completion of onboarding and offboarding for all employees
- Gather and analyse feedback from new hires and departing employees on onboarding and offboarding programmes
- Liaise with internal teams to ensure logistics support

Level 2

- Identify needs of new hires and departing employees, developing materials for orientation programmes and offboarding programmes
- Facilitate engagement of new hires and clearly communicate expectations, policies and processes during onboarding or offboarding
- Ensure onboarding and the offboarding materials and resources are kept up-to-date

Level 3

- Plan and continuously refine the onboarding process to meet new hires' expectations
- Analyse turnover rates and engagement gaps to identify trends and areas of concern
- Assess effectiveness of onboarding and offboarding programmes
- Propose recommendations to address gaps or areas for improvement in onboarding and offboarding processes

Level 4

- Provide guidance to exceptional cases on onboarding and offboarding
- Drive continuous improvements in onboarding and offboarding to gain efficiency and better employee experience
- Utilise predictive analytics to derive insights on turnover and employee integration from new hire and offboarding metrics

Level 5

- Define and drive implementation of desired employee onboarding and offboarding experience
- Oversee the end-to-end development and implementation of comprehensive orientation programmes for new hires and creation of seamless offboarding processes
- Drive cross-functional collaboration and technological innovation to continuously improve the onboarding programmes and offboarding experience

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Skill Organisational Culture Development *(Code: FSF_PR092)*

Definition Shape, foster and manage collective behaviours and norms that align with the organisation's purpose and values

Level 1

- Assist in the communication and execution of culture development initiatives and activities
- Assist in conducting assessment/surveys to collect feedback from employees about their experiences and perceptions of the current culture
- Articulate the behaviours and values that represent the desired organisational culture to employees

Level 2

- Analyse data and feedback to assess the effectiveness of the culture development plan
- Propose improvements to enhance the effectiveness of the culture development plan
- Identify gaps between current and desired organisational culture

Level 3

- Assess the current organisational culture, diagnosing cultural issues
- Develop human resource (HR) practices and programmes that incorporate the desired organisational culture
- Drive implementation of culture development plans and evaluate the effectiveness of the plans

Level 4

- Develop and implement strategic plans to cultivate the desired organisational culture
- Monitor and adapt strategic plans to factors that impact cultural development
- Establish the criteria and measures to evaluate the effectiveness of culture development plans

Level 5

- Define the desired organisational culture and develop policies and procedures to support it
- Ensure that the organisational culture is aligning with the organisation's purpose and value
- Provide strategic advice and support to Senior Management in leading and facilitating culture development

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Skill Definition

Organisational Design *(Code: FSF_PR093)*

Assess, design and enhance organisational components such as roles, organisational units, interactions, governance, spans of control and managerial layers to optimise performance, efficiency and alignment with the organisation's strategic goals

Level 1

- Conduct research and benchmarking exercises to identify industry best practices
- Compare organisational design elements against industry standards
- Assist with documenting the existing organisational structure and role success profiles

Level 2

- Analyse current organisational structure, systems and processes to identify areas of improvement
- Recommend improvements to organisational design based on analysis
- Gather measurement data and feedback from the stakeholders
- Support in communicating organisational design changes and its rationale to employees

Level 3

- Review the effectiveness of current organisational structures
- Collaborate with stakeholders to design/enhance organisational structure
- Implement refinements and enhancements to organisational design
- Develop communication materials to convey organisational design changes to employees

Level 4

- Construct the model for organisational design and determine key design principles
- Synthesise stakeholder feedback to derive requirements for the target organisational design
- Engage key stakeholders and leaders to approve and implement the target organisational design

Level 5

- Evaluate the relevance and implications of emerging trends to the organisation's context
- Establish comprehensive measurement frameworks to evaluate the effectiveness of organisational design changes
- Drive cross-functional collaboration to secure buy-in from key stakeholders to finalise organisational design

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Skill

Succession Planning *(Code: FSF_PR094)*

Definition

Identify, nurture and develop key leadership talent within an organisation to ensure a smooth transition of key roles and responsibilities when the need arises

Level 1

- Collect preliminary data on key job positions, aligning with basic organisational needs
- Maintain record and document reports on succession planning activities and leadership development plans
- Assist in the collection of feedback from stakeholders on succession planning processes and leadership development plans

Level 2

- Identify successors and feeder positions for critical roles in the organisation
- Provide guidance and support to stakeholders to identify critical roles, feeder positions and potential successors
- Analyse data and feedback to assess the effectiveness of succession planning initiatives

Level 3

- Implement and identify areas of improvement of the succession planning strategies to ensure a smooth transition of leadership
- Communicate with key stakeholders to gain buy-in and support for succession planning initiatives
- Manage the transition process during leadership changes, addressing potential resistance and ensuring a smooth handover

Level 4

- Formulate succession planning strategies, aligning with organisational objectives
- Oversee the implementation of succession planning activities throughout the organisation
- Engage stakeholders and convey the importance of succession planning, its benefits and the need for change when necessary

Level 5

- Drive the continuous evolution, optimisation and enhancement of succession planning strategies, ensuring they remain adaptable and relevant to the organisation's long-term vision and goals
- Lead and inspire organisational change related to succession planning and motivate employees and stakeholders to embrace new practices and attitudes

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Skill Talent Acquisition and Recruitment *(Code: FSF_PR095)*

Definition Define, implement and evaluate processes in sourcing, selecting and securing new talents for the organisation

Level 1

- Demonstrate a basic understanding of the existing recruitment process, policies and practices
- Maintain documentation on candidate sourcing and screening, in compliance with data privacy policy
- Assist in basic candidate sourcing and screening activities

Level 2

- Perform end-to-end recruitment process for managerial ranks and below within the organisation
- Identify areas for improvement in the recruitment process
- Participate in the evaluation of recruitment technology and tools

Level 3

- Determine optimal recruitment channels and methods based on organisational needs and talent market analysis
- Design and implement improvements to the recruitment process and candidate experience
- Perform end-to-end recruitment process for leadership ranks within the organisation

Level 4

- Establish effective recruitment channels that meet business priorities and future demands
- Provide advice to exceptional cases on recruitment across roles and ranks
- Develop and manage relationships with external recruitment agencies and partners
- Utilise data-driven insights to understand recruitment strategies and their impact on candidate acquisition

Level 5

- Innovate and lead recruitment strategies to maintain a strong talent pipeline for various roles and ranks
- Develop long-term workforce planning strategies, aligning with business priorities
- Champion diversity and inclusion initiatives in recruitment practices

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Skill

Workforce Planning *(Code: FSF_PR096)*

Definition

Develop workforce strategies and plan to analyse and anticipate the current and future manpower needs aligning with the organisation's goals

Level 1

- Apply foundational techniques to analyse current workforce
- Support initial efforts in gathering data related to workforce planning
- Assist in conducting basic research on workforce trends in the industry

Level 2

- Analyse workforce skills required by the organisation in the future, based on business objectives, market trends, new technologies and growth plans
- Analyse skills or talent gaps of current workforce to meet future needs
- Contribute to the development of initial plans for addressing workforce needs

Level 3

- Analyse supply, demand, capability and productivity gaps in the workforce
- Optimise workforce planning process, leveraging on technologies to streamline and automate
- Recommend solutions to refine workforce strategies

Level 4

- Continuously monitor and evaluate workforce data and adjust workforce strategy aligning with changing business needs
- Evaluate the organisation's current and future core capabilities and review workforce strategy development and implementation required to deliver against business strategies
- Develop and oversee the integration of the workforce plan into talent acquisition, development and management plan

Level 5

- Spearhead the organisation's staffing strategies in view of business priorities and needs
- Oversee the development and acquisition of tools and resources to support workforce planning
- Drive process improvements for workforce strategy development and implementation

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Procurement Management

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Skill

Category Management *(Code: FSF_PR097)*

Definition

Identify business requirements and utilise market analysis to develop segmentation of spend, resulting in actionable strategic sourcing projects with the best value for money

Level 1

- Conduct spend analysis, analyse simple trends in spending and potential cost saving
- Understand category management principles and application
- Understand processes involved in product life-cycle management

Level 2

- Identify basic customer needs and preferences within a category
- Monitor key performance indicators (KPIs) and prepare regular reports on category performance
- Monitor category performance and recommend adjustments to optimise results

Level 3

- Negotiate with vendors and partners to secure favourable terms for the organisation
- Implement category strategies, and provide data-driven insights and recommendations
- Conduct in-depth market analysis to understand the competitive landscape and market dynamics within a category
- Ensure all category management activities comply with relevant regulations and standards

Level 4

- Formulate comprehensive category strategies aligned with overall business goals
- Recognise and mitigate potential financial, costing and accounting issues relevant to category management
- Identify and implement innovative approaches to improve category performance and drive growth

Level 5

- Establish the organisation's category management framework and best practices
- Develop and lead transformational category strategies to drive significant business impact
- Integrate global market trends and best practices into category management strategies

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Skill

Contract and Vendor Management *(Code: FSF_PR098)*

Definition

Draft, negotiate and formalise contracts with vendors or service providers, including measuring and managing vendors' or service providers' performance according to contracts and established standards, resolving contractual issues and maintaining vendors' or service providers' relationships

Level 1

- Understand basic contract processes, terms and conditions
- Organise contract-related documents and information and logs of vendors/service providers communications
- Identify basic issues or discrepancies in contracts and vendor relationships and escalate to higher management for resolution

Level 2

- Prepare drafts of contracts/Service Level Agreements (SLAs) with relevant and accurate information and clauses
- Monitor activities and performance of vendors/service providers against contract terms
- Resolve minor contractual/performance issues at operational level
- Communicate with vendors/service providers on status inquiries and routine issue resolution

Level 3

- Develop contracts/SLAs with vendors/service providers
- Investigate contractual issues/conflicts and implement corrective measures to resolve them
- Manage relationships with vendors or service providers

Level 4

- Formulate management and communication strategies to maintain positive relationships with vendors/service providers
- Engage in detailed negotiation with vendors/service providers on contractual terms
- Resolve escalated contractual issues/breaches, aligning with the organisation’s interests, legal standards and rights

Level 5

- Lead contract negotiations for strategic and high-value deals and manage relationships with key vendors
- Establish the organisation's governance frameworks for relationships with vendors/service providers, aligning with the organisational objectives
- Handle complex contractual disputes, employing legal expertise and alternative dispute resolution methods

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Skill Digital Procurement *(Code: FSF_PR099)*

Definition Utilise the latest procurement software, tools and resources to improve the organisation's procurement management processes

Level 1

- Understand the concept of digital procurement and its potential benefits (e.g., efficiency, cost savings)
- Utilise basic functions in digital procurement tools (e.g., procurement platforms, spend analysis software)
- Prepare basic procurement documents (e.g., purchase orders and invoices) using digital procurement tools

Level 2

- Utilise digital procurement systems to manage procurement activities, such as, sourcing, ordering and invoicing
- Analyse procurement data to identify trends, savings opportunities and performance issues
- Utilise digital procurement systems to communicate with vendors

Level 3

- Monitor and manage vendor performance through digital dashboards and analytics
- Analyse data from the platform to identify opportunities for process improvements within the digital procurement system
- Configure workflows and automate routine tasks within the platform

Level 4

- Ensure procurement activities comply with regulatory requirements and company policies, using digital tools
- Lead change management efforts to ensure successful adoption of digital procurement initiatives
- Identify and implement automation opportunities within the procurement process to increase efficiency and reduce manual tasks

Level 5

- Develop and implement digital procurement strategies aligned with the organisation's business goals
- Lead digital transformation initiatives within the procurement function, driving significant improvements in efficiency and effectiveness
- Evaluate application of emerging technologies, such as, artificial intelligence and blockchain, to enhance digital procurement, and ensure effective implementation

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Strategic Sourcing *(Code: FSF_PR100)*

Definition

Identify vendors of required goods and services based on market evaluation, capability and alignment to the strategic procurement direction of the organisation

Level 1

- Understand the fundamental concepts and terminology of strategic sourcing
- Understand the regulatory requirements related to sourcing and procurement
- Gather and organise data related to vendor performance and sourcing activities

Level 2

- Research and identify potential vendors for specific goods/services
- Perform market research to understand industry trends and benchmark vendor performance
- Conduct basic cost analysis to identify savings opportunities
- Utilise analytical tools to gain insights into market trends and supply chain dynamics

Level 3

- Develop and negotiate Request for Proposals (RFPs) with potential vendors
- Conduct detailed cost analysis and total cost of ownership (TCO) assessments of the product/service
- Evaluate vendors for product/services based on predefined criteria, including cost, quality and delivery performance
- Identify and mitigate risks associated with sourcing activities, ensuring business continuity

Level 4

- Critically review and evaluate tender, RFQ and Request for Information (RFI) documents
- Negotiate with key vendors to secure the best possible terms (e.g., price, quality, service level agreements)
- Ensure organisational sourcing activities are compliant with organisational strategy, regulatory requirements and industry standards

Level 5

- Lead transformational sourcing projects within the organisation to deliver significant cost savings and value improvements
- Develop and implement global sourcing strategies that leverage international markets and opportunities
- Engage with industry bodies and regulatory authorities to shape sourcing policies and standards

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Sustainable Procurement *(Code: FSF_PR101)*

Definition

Purchase goods and services responsibly, considering environmental impact and ethical supplier practices to promote sustainability throughout the supply chain and achieve positive Environmental, Social and Governance (ESG) outcomes

Level 1

- Understand sustainability principles, practices and frameworks as well as their relationship to procurement
- Collect and maintain information and documentations related to vendor evaluation
- Understand sustainability issues relevant to the financial sector (e.g., climate change, resource depletion)

Level 2

- Execute standard procurement tasks, with consideration of sustainability guidelines
- Research and identify potential sustainable vendors within specific product categories
- Understand industry standards and regulations related to sustainable procurement
- Perform sustainability checks on potential and existing vendors (e.g., verifying certifications, site-visits, questionnaires)

Level 3

- Develop evaluation templates that consider ESG factors alongside vendor performance and cost metrics
- Monitor vendor compliance with industry and the organisation’s sustainability standards
- Provide vendors with suggestions and recommendations to improve sustainability performance

Level 4

- Collaborate with internal and external stakeholders to enhance the organisation's supply chain sustainability
- Integrate sustainable procurement practices into existing procurement workflows and information systems
- Conduct benchmarking exercises on the organisation's sustainable procurement practices against industry leaders and best practices

Level 5

- Develop a comprehensive sustainability reporting framework for the organisation that tracks Key Performance Indicators (KPIs) related to ESG and financial impact
- Lead the development and implementation of innovative sustainable procurement strategies within the organisation
- Lead cross-functional teams to embed sustainability across all procurement activities

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Skill

Anti-Money Laundering *(Code: FSF_PR102)*

Definition

Understand and comply with the regulatory requirements and standard practices of Anti-Money Laundering (AML) laws, which includes recognising red flags and detecting transactions which may fall under AML laws and carry out the necessary prescribed action in a timely manner

Level 1

- Recognise the laws and regulations related to AML
- Identify processes and steps to prevent money laundering activities
- Understand processes to detect and report potential money laundering transactions

Level 2

- Recognise the importance of preventing money laundering and terrorism financing activities
- Assess suspicious transactions as defined by AML laws and regulations
- Identify the various watch list sources that highlight red flags on potential money laundering activities

Level 3

- Perform customer/counterparty due diligence in a timely manner to assess the risk of conducting business with the customer
- Investigate and analyse suspicious transactions to determine their legitimacy
- Detect and report potential suspicious transactions in a timely manner in accordance with AML procedures

Level 4

- Develop and implement policies, procedures and controls consistent with AML laws and regulations
- Adopt a risk-based approach to manage and mitigate potential money laundering activities
- Develop and implement company-wide training programmes related to AML laws, regulations and practices

Level 5

- Review the adequacy and effectiveness of internal procedures and controls for compliance with AML requirements
- Forecast future AML risks, allowing the organisation to adapt its strategies and defences against evolving money laundering techniques
- Establish strategic partnerships with internal or external stakeholders to enhance the organisation's AML efforts

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Skill Definition

Artificial Intelligence, Ethics and System Governance *(Code: FSF_PR103)*

Develop and implement ethical Artificial Intelligence and system governance frameworks to ensure compliance with regulations, mitigate risks and maximise commercial benefits

Level 1

- Identify AI, Ethics and System Governance principles and processes
- Uphold and comply with relevant AI, Ethics and Governance pronouncements or code of conduct and ethics during performance of individual duties and responsibilities
- Identify the linkages and apply the growing importance of AI, Ethics and System Governance to govern it's deployment in AI related projects

Level 2

- Identify situations which may give rise to ethical conflicts in accordance with the principles of AI, Ethics and System Governance
- Apply safeguards to deter situations that may result inthenon-adherence or breach of these principles to the organisation
- Monitor AI components within projects and check for adherence to AI, Ethics and System Governance principles

Level 3

- Perform ethical impact assessments for AI projects, identify potential ethical risks and propose mitigation strategies
- Identify potential biases in AI implementation and mitigate accordingly
- Communicate and articulate how AI should be utilised by relevant stakeholders

Level 4

- Develop organisational framework, standards and AI best practices, Ethics and System Governance on AI related projects
- Align industry requirements with AI ethics and system governance principles, considering impact, risks and functional lead inputs
- Oversee and resolve ethical issues related to AI technologies, including incidents of bias, misinformation or unintended consequences

Level 5

- Establish and enhance principles and policies of the industry around AI as AI ethics evolve
- Anticipate future AI trends, foresee ethical challenges and drive innovation in responsible AI technologies
- Keep abreast with new regulations locally and regionally and update the principles and practices to stay relevant

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Skill

Audit Quality Assurance *(Code: FSF_PR104)*

Definition

Scrutinise audit procedures, methodologies and outcomes to confirm adherence to established standards, regulations and best practices, ensuring the utmost quality and integrity in audit activities

Level 1

- Document audit procedures, findings and conclusions accurately and comprehensively
- Recognise quality assurance frameworks applicable to audit processes
- Adhere to established audit standards, policies and procedures

Level 2

- Conduct in-depth root cause analysis of audit issues, providing actionable insights for process improvement
- Interpret regulatory requirements accurately and ensure the audit processes adhere to these intricate regulations
- Execute quality control processes, ensuring that all audit work is thoroughly reviewed and meets the required standards

Level 3

- Conduct in-depth analysis of audit challenges to identify root causes and develop innovative solutions
- Design and implement quality control processes to ensure audit accuracy, integrity and compliance
- Optimise audit processes, identify inefficiencies and implement improvements to enhance overall efficiency and effectiveness

Level 4

- Lead initiatives to continuously optimise audit processes, identify inefficiencies, reduce errors and enhance overall efficiency
- Evaluate audit processes, identify areas for improvement and develop innovative solutions to enhance audit quality and efficiency
- Oversee quality control procedures within the organisation, ensuring compliance with applicable standards and regulations

Level 5

- Establish audit quality guidelines and metrics, aligning with organisational goals and industry requirements
- Foresee and mitigate complex audit risks, addressing ethical or legal concerns in auditing practices
- Continuously improve the audit process and quality assurance strategies, ensuring compliance with professional standards

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Skill Definition

Business Continuity Management *(Code: FSF_PR105)*

Create systems and process for prevention and recovery to deal with potential threats to the organisation, with the aim of enabling ongoing operations before and during the execution of disaster recovery

Level 1

- Maintain documentation of business continuity and disaster recovery plan
- Support the development of a test plan and implementation of continuity management exercises

Level 2

- Apply a structured approach to develop and document the details for a continuity plan
- Record action taken and the consequences following an incident or live testing of a continuity plan for reporting purposes
- Contribute to the development of a continuity management plan

Level 3

- Coordinate the business impact analysis and the assessment of risks
- Implement a business continuity plan for business-critical operations
- Conduct a periodic review of the business continuity plan to ensure its currency and effectiveness

Level 4

- Develop and execute a business continuity plan for each business-critical operation, ensuring the appropriate layer of defence required by the business
- Test the continuity management plan and procedures to ensure they address the exposure to risk and that agreed levels of continuity can be maintained
- Assess and report readiness of the business continuity plan to relevant stakeholders

Level 5

- Design organisation-wide business continuity policies and frameworks to maintain critical business functions and recover from disruptive events
- Establish business continuity management governance to support the development and implementation of the business continuity plan and guidelines
- Ensure alignment of the business continuity plan with the organisational strategic objectives

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Skill Definition

Business Continuity Planning *(Code: FSF_PR106)*

Develop and implement prevention, response and recovery protocols and plans to ensure the uninterrupted continuity and effective recovery of the business during and after a crisis or disaster

Level 1

- Identify and assess potential risks and threats to business operations
- Analyse past incidents and exercises to identify areas of improvement in the business continuity plan
- Recognise critical business functions and processes that are essential for business continuity

Level 2

- Interpret business continuity strategies to assist in the implementation of business continuity plan
- Recommend refinements to business continuity strategies and business continuity plan in consultation with relevant stakeholders
- Conduct business impact analyses and risk assessments to identify potential threats and vulnerabilities to the organisation

Level 3

- Execute business continuity plan in accordance with recovery strategies, business continuity strategies and frameworks
- Coordinate the organisation's crisis response and recovery activities in accordance with business continuity policies
- Implement procedures to communicate with stakeholders and educate employees on business continuity plan

Level 4

- Refine organisational business continuity plan to ensure relevance to the organisation in accordance with the current threat environment
- Design organisation-wide business continuity policies and frameworks to maintain critical business functions and recover from disruptive events
- Oversee synergies and conflicts in resource availability and access to facilitate resource allocation

Level 5

- Lead comprehensive business continuity planning, ensuring seamless integration and establishing a resilient and agile framework
- Integrate business continuity into overall strategic planning, ensuring alignment with the organisation's objectives
- Establish business continuity management governance to support the development and implementation of the business continuity plan and guidelines

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Skill

Credit Risk Management *(Code: FSF_PR107)*

Definition

Establish the organisation's financial and credit risk management policies and frameworks to identify, assess and manage credit risk exposure

Level 1

- Analyse financial statements and identify trends, strengths and weaknesses
- Collect and compile relevant financial data and perform basic analysis to identify potential credit risks
- Maintain accurate and organised documentation related to credit risk management policies and decisions

Level 2

- Assess credit risks associated with business activities and financial transactions
- Interpret financial data and extract meaningful insights related to credit risk
- Generate credit risk reports for relevant stakeholders, summarise portfolio performance and identify potential risks

Level 3

- Categorise and determine level of credit risks and assess their potential impact on the organisation
- Monitor and evaluate effectiveness of credit risk management policies in managing the organisation's finances to attain optimal financial risk levels
- Implement and manage credit risk management policies to reduce risks and maximise returns for the organisation

Level 4

- Determine the organisation's short- and long-term financial needs and credit risk management policies
- Align credit risk management policies with organisational strategies, organisational goals and financial plans
- Develop and establish financial controls to safeguard the organisation's financial position

Level 5

- Define and execute the long-term vision for credit risk management within the organisation
- Determine the organisation's credit risk exposure threshold
- Foster collaboration/partnerships with key stakeholders to enhance the organisation's credit risk management capabilities

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Skill Definition

Crisis and Disaster Recovery Management *(Code: FSF_PR108)*

Plan, organise and lead the organisation's response to potential crises or disasters to minimise damage and disruption to the business and prompt resumption of normal operations

Level 1

- Assist in coordinating and integrating crisis response and disaster recovery activities in accordance with recovery and business continuity plan
- Identify potential crisis scenarios and activities
- Understand crisis and disaster recovery management concepts and principles

Level 2

- Analyse how internal and external factors impact business unit interdependencies based on disruptive events
- Execute crisis/disaster recovery plan procedures to respond to disruptive events
- Collate post-crisis feedback from relevant stakeholders to highlight areas for improvement

Level 3

- Participate in the organisation's emergency control exercises to validate the crisis and disaster recovery plan
- Define, identify and classify sources of disruptive events for input into crisis and disaster recovery management plan
- Communicate organisational crisis and disaster recovery management key messages to relevant stakeholders

Level 4

- Identify current trends in disruptions that can impact business processes
- Design organisation-wide crisis and disaster recovery management plan for recovery from disruptive events
- Facilitate communication processes with internal and external stakeholders during disruptive events

Level 5

- Direct crisis response and disaster recovery activities to be implemented in accordance with business continuity and recovery strategies
- Activate 'return-to-normal' procedures in accordance with crisis and disaster recovery management plan
- Refine organisational crisis and disaster recovery management plan to ensure relevance to the current threat environment

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Skill Definition

Enterprise Risk Management *(Code: FSF_PR109)*

Assess, monitor and proactively address various risks that may impact an organisation, enabling the strategic navigation of uncertainties and enhancing overall resilience and value creation

Level 1

- Perform basic risk analysis, identifying potential risks and their implications
- Conduct research on industry-specific risks, regulations and compliance requirements
- Adhere to established protocols and compliance guidelines in Enterprise Risk Management (ERM) processes

Level 2

- Analyse historical data and current trends to identify emerging risks in the organisation
- Execute scenario analysis and stress testing procedures to assess the organisation's resilience under various adverse conditions
- Prepare detailed risk reports for relevant stakeholders

Level 3

- Identify and categorise potential risks within various organisational contexts
- Design and implement stress tests and scenarios to assess the resilience of the organisation under adverse conditions
- Engage with stakeholders to communicate risk findings and recommendations

Level 4

- Develop ERM strategies aligning with the organisation's overall strategic objectives
- Incorporate stakeholder feedback into risk management strategies, ensuring alignment with organisational objectives
- Adapt risk management strategies in response to changing market conditions, regulations and emerging risks

Level 5

- Set the direction of the organisation's ERM practices, anticipate future risks and ensure the organisation is well prepared to navigate the evolving risk landscape
- Establish the organisation's ERM frameworks, catering to the organisation's changing needs and evolving risk landscape
- Establish mechanisms for continuous improvement, ensuring the ERM framework remains effective and relevant over time

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Skill Definition

Fraud Risk Management *(Code: FSF_PR110)*

Evaluate the organisation's potential for occurrence of fraud, identify and implement fraud control opportunities and develop fraud risk awareness throughout the organisation

Level 1

- Recognise key fraud risk areas within organisation
- Recognise red flags indicating that fraud may have been committed
- Report any fraudulent activities in accordance with the organisation's guidelines

Level 2

- Conduct investigations of suspicious activities to determine presence of fraud through the collection of data and information from various sources
- Detect suspicious activities or potential fraudulent transactions
- Perform effective document review to uncover possible frauds

Level 3

- Identify situations that increase probability of fraud occurrence
- Evaluate the possible impact of fraud on overall risk profile and stakeholders within the organisation
- Manage continuous fraud monitoring, detection and evaluation of control effectiveness

Level 4

- Formulate the organisations' fraud risk management strategies that integrate fraud prevention, detection and response measures, ensuring alignment with overall corporate goals and risk appetite
- Develop and implement fraud control mechanisms tailored to the organisation's specific risk landscape
- Review and resolve escalated fraud cases and engage relevant stakeholders in the resolution processes

Level 5

- Lead the strategic implementation of fraud prevention initiatives throughout the organisation
- Develop and conduct comprehensive scenario planning and stress testing to assess the organisation's ability to withstand complex fraud threats
- Establish metrics and key performance indicators (KPIs) for fraud prevention efforts

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Skill Definition

Internal Audit *(Code: FSF_PR111)*

Evaluate the organisation's operations, risk management and internal controls to provide independent assurance and improve effectiveness and efficiency

Level 1

- Identify and assess potential compliance issues and deviations from established guidelines or principles
- Conduct basic audit testing, including walkthroughs, control testing and substantive procedures
- Document audit procedures, findings and recommendations clearly and accurately

Level 2

- Perform internal audit on organisation's business processes and activities
- Conduct basic quality assurance reviews of audit workpapers and reports
- Prepare audit report, providing clear and sufficient evidence in accordance with specified standards

Level 3

- Execute independent internal audits, ensuring all aspects of the audit are covered comprehensively
- Develop and document the engagement plan, including specifying the audit objectives, scope, timing and resource allocations
- Engage with stakeholders to communicate audit findings and strategic recommendations

Level 4

- Develop strategies and procedures to guide the internal audit activity
- Review audit reports to relate findings and recommendations to wider risk control and governance issues
- Design and implement internal processes for audit quality assurance, ensuring continuous improvement in audit quality

Level 5

- Establish a risk-based plan to determine the priorities of the internal audit activity, consistent with the organisation's goals
- Review the internal audit activities to improve capability, efficiency and effectiveness
- Provide strategic advice to the organisation, leveraging audit insights to guide long-term organisational decisions

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Skill Definition

Internal Governance *(Code: FSF_PR112)*

Develop and implement internal governance frameworks, policies and controls to guide and regulate the organisation's business and operations in compliance with legal and regulatory requirements

Level 1

- Demonstrate an understanding of corporate governance principles and policies
- Participate in basic compliance activities related to corporate governance
- Identify corporate governance issues and reporting

Level 2

- Identify legislation, policies, procedures and guidelines relevant to day-to-day operations as outlined by corporate governance policies
- Facilitate the development of operational plans to monitor and support the incorporation of corporate governance within the organisational culture
- Undertake reporting and corrective action to resolve governance issues in accordance with organisational guidelines

Level 3

- Translate and communicate corporate governance policies to relevant stakeholders
- Develop processes to operationalise corporate governance policies for business units
- Evaluate compliance with corporate governance policies to identify existing or potential areas of non-compliance to determine appropriate follow-up action

Level 4

- Review and update corporate governance policies, ensuring organisational compliance
- Define roles and responsibilities of company directors and various committees for compliance with corporate governance policies
- Evaluate operational plans to monitor and internalise corporate governance in the organisation for endorsement purposes

Level 5

- Direct the organisation's corporate governance strategies, orchestrating a holistic framework that aligns management, stakeholders and regulatory requirements
- Drive sustained organisational success and adherence to corporate governance best practices
- Champion adherence to corporate governance best practices and lead efforts to influence industry standards and regulatory developments

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Skill

IT Audit *(Code: FSF_PR113)*

Definition

Evaluate an organisation's information technology systems, policies and procedures to ensure they align with industry standards, regulatory requirements and business objectives

Level 1

- Identify and assess basic IT risks within an organisation
- Conduct basic audit testing, including walkthroughs, control testing and substantive procedures
- Document IT audit procedures, findings and recommendations clearly and concisely

Level 2

- Perform audit testing to assess the effectiveness of IT controls and identify potential vulnerabilities
- Conduct basic quality assurance reviews of audit workpapers and reports
- Prepare comprehensive audit reports that include findings, risk assessments and actionable recommendations

Level 3

- Execute thorough and detailed IT compliance audits, ensuring all aspects are covered comprehensively
- Adapt audit approaches/methodologies to align with the legal requirements/evolving IT landscape
- Communicate with stakeholders on audit findings and provide strategic insights and recommendations for continuous improvement

Level 4

- Establish comprehensive IT audit frameworks tailored to the organisation's specific needs and risks
- Develop and implement comprehensive quality assurance processes specifically tailored to IT audit
- Prioritise recommendations based on the level of risk and potential impact on the organisation

Level 5

- Translate IT Audit findings into strategic implications, influencing senior leadership and IT governance
- Align audit practices with long-term organisational goals and anticipate future IT audit needs based on technological and business trends
- Stay updated with the latest developments and trends in IT audit

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Skill

Legal Advisory *(Code: FSF_PR114)*

Definition

Provide advice and guidance on legal matters to help the organisation navigate legal complexities and make informed decisions, ensuring compliance

Level 1

- Understand relevant laws and regulations pertinent to the organisation's operations
- Understand and adhere to organisational legal processes and procedures
- Assist with conducting research to understand the legal issues relevant to the organisation's operations

Level 2

- Conduct legal research and analysis to support decision-making processes within the organisation
- Support the evaluation of legal implications for proposed business strategies or initiatives, and provide preliminary assessments to aid decision-making processes
- Provide basic legal advice on operational matters, ensuring alignment with organisational objectives

Level 3

- Analyse and interpret regulatory frameworks relevant to the organisation, and provide guidance on compliance obligations and potential impact on business operations
- Evaluate legal implications of new business ventures or market expansion and offer insights to support informed decision-making
- Provide advice to relevant stakeholders on legal matters impacting the organisation's operations and growth

Level 4

- Formulate legal policies and procedures, incorporating industry best practices and regulatory requirements to enhance organisational governance
- Monitor changes in laws and regulations relevant to the organisation's operations, interpret their implications and recommend adaptive strategies to maintain compliance and minimise legal exposure
- Provide strategic legal advice to stakeholders, integrating legal considerations with broader organisational objectives to drive informed decision-making

Level 5

- Oversee legal compliance efforts across all areas of the organisation, ensuring adherence to regulatory requirements, internal policies and industry standards
- Provide expert legal advice and guidance to the senior leadership, to influence strategic decisions and governance policies to safeguard the organisation's interests and enhance long-term sustainability

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Skill Definition

Legal Drafting *(Code: FSF_PR115)*

Draft legal documents accurately and effectively, including contracts, agreements, policies, disclosures, and regulatory filings with precision, clarity and adherence to relevant regulations and standards

Level 1

- Review legal documents for accuracy and completeness, ensuring they meet basic formatting and stylistic requirements
- Conduct basic proofreading of drafted legal documents
- Identify standard clauses commonly used in legal documents, and incorporate them into drafts based on guidelines

Level 2

- Draft routine legal documents such as contracts, agreements and notices, using established templates and guidelines while ensuring accuracy and completeness
- Conduct reviews of contracts and legal documents to identify potential issues or discrepancies and flag them for further review
- Gather relevant information and precedents when drafting legal documents, ensuring compliance with applicable laws, regulations and industry standards

Level 3

- Draft legal clauses and provisions tailored to specific contractual requirements and regulatory considerations, ensuring legal accuracy and alignment with organisational objectives
- Conduct reviews of legal documents, including contracts, agreements and policies, to identify potential risks, inconsistencies, and legal implications, and propose revisions and enhancements as needed
- Provide support during contract negotiations by drafting and revising contractual language to reflect negotiated terms and conditions accurately

Level 4

- Formulate policy and procedure manuals for the organisation, ensuring all legal drafting adheres to internal standards and external regulatory requirements
- Conduct legal analysis to draft documents that anticipate potential legal challenges and include provisions to mitigate risks, ensuring the organisation's long-term interests are protected
- Structure and draft contracts involving multiple parties, detailed terms and significant financial implications, ensuring clarity, enforceability and alignment with business strategies

Level 5

- Shape and direct the overall legal drafting strategy for the organisation, ensuring all legal documents align with and support long-term business goals and regulatory landscapes
- Lead the drafting process involving multiple internal and external stakeholders, ensuring cohesive and legally sound documentation

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Skill Litigation Management *(Code: FSF_PR116)*

Definition Navigate legal disputes through expertise in legal knowledge, strategic planning, negotiation, advocacy and collaboration

Level 1

- Handle the organisation's filing of legal documents related to litigation cases, ensuring all relevant materials are easily accessible and properly stored
- Conduct research on case backgrounds, and gather initial facts and information to support litigation preparation

Level 2

- Prepare litigation documents, such as, initial drafts of pleadings, discovery requests and responses, ensuring they meet procedural requirements and organisational standards
- Conduct legal research to support litigation strategies and identify relevant case law, statutes and regulations
- Provide support in drafting settlement agreements and related documents, ensuring they accurately reflect negotiated terms and comply with legal standards and organisational policies

Level 3

- Conduct litigation risk assessments, identify potential legal risks and recommend mitigation strategies to protect the organisation's interests
- Develop negotiation strategies for settlements, mediations and arbitrations, and prepare detailed analyses and supporting documentation to achieve favourable outcomes
- Conduct post-litigation analyses to identify lessons learned, assess the effectiveness of strategies used and recommend improvements for future cases

Level 4

- Formulate litigation strategies tailored to the organisation's contexts and objectives
- Oversee compliance with litigation-related regulatory requirements, ensuring all actions and documents adhere to relevant laws and internal policies
- Lead initiatives to improve the efficiency and effectiveness of litigation processes, and identify opportunities for automation, standardisation and workflow optimisation

Level 5

- Lead negotiations for settlements, analyse legal and financial implications, craft settlement offers, and guide negotiations to achieve optimal outcomes for the organisation
- Oversee litigation risk management processes, ensuring alignment with enterprise risk management frameworks and organisational objectives

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Skill Definition

Market and Liquidity Risk Management *(Code: FSF_PR117)*

Assess, monitor and mitigate market fluctuations and liquidity challenges to optimise financial performance and develop market and liquidity risk management strategies

Level 1

- Monitor and track market and liquidity risk indicators
- Maintain organised records of market and liquidity risk assessments
- Conduct research on relevant market and liquidity risk data and information

Level 2

- Identify and assess market and liquidity risks faced by the organisation
- Conduct scenario analysis to assess the impact of adverse market movements and liquidity stress events on the organisation's financial position
- Prepare risk reports that provide a clear overview of risk exposures, potential vulnerabilities and risk mitigation

Level 3

- Perform in-depth sensitivity analysis to assess the impact of various market factors and liquidity conditions on the organisation's risk exposure
- Evaluate market and liquidity risk limit application, aligning with the organisation's risk appetite
- Design and conduct scenario analysis and stress testing across a wide range of market conditions and liquidity scenarios

Level 4

- Develop risk management policies and procedures that adapt to changing market conditions and regulatory requirements
- Devise market and liquidity risk limits, guidelines and controls based on trade risk appetite
- Develop the scenario analysis, stress testing exercises and processes for market and liquidity risk assessments

Level 5

- Provide strategic direction and oversight for the organisation's market and liquidity risk management activities
- Establish risk limits, review processes and escalate protocols, ensuring effective risk management governance
- Stay ahead of emerging market and liquidity risk trends, incorporating evolving technologies and methodologies into risk management practices

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Skill Meeting Management *(Code: FSF_PR118)*

Definition Plan, organise, facilitate and follow up on meetings effectively to achieve desired objectives and outcomes

Level 1

- Familiar with basic meeting management practices and tools
- Assist in setting up meeting rooms and preparing relevant materials
- Participate in meetings, mainly listening and taking notes
- Assist in following up on tasks and tracking the progress of action items assigned during meetings

Level 2

- Assist in drafting meeting agendas and distributing them to attendees
- Help to manage meeting logistics, such as, scheduling, room setup and catering
- Facilitate simple meetings with guidance, ensuring everyone has an opportunity to speak
- Take comprehensive meeting minutes and distribute them in a timely manner
- Implement basic follow-up procedures for action items, and seek clarification when needed

Level 3

- Plan and organise meetings, including setting clear objectives and agendas
- Manage meeting time effectively, and keep discussions focused and on track
- Facilitate discussions, encourage participation and manage conflicting viewpoints
- Document meeting minutes accurately and comprehensively, highlighting key decisions and action items
- Follow up on action items promptly, tracking progress and ensuring accountability

Level 4

- Lead meetings and manage group dynamics
- Handle challenging situations and conflicts diplomatically, and keep discussions constructive
- Utilise technology tools and resources to enhance meeting effectiveness and collaboration
- Establish systems for tracking action items and monitoring progress, ensuring closure on outstanding tasks

Level 5

- Lead organisational initiatives to improve meeting effectiveness and efficiency
- Chair high-level meetings with executives and key stakeholders to drive strategic decision-making
- Design and implement strategies to maximise meeting efficiency and productivity
- Develop and implement innovative approaches to foster collaboration in meetings

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Skill

Minute Writing *(Code: FSF_PR119)*

Definition

Record meeting discussions, decisions and action items with accuracy and clarity, ensuring comprehensive documentation for reference and follow-up purposes

Level 1

- Familiar with different methods of effective note-taking
- Familiar with various styles and tones used in minute writing
- Understand terminologies and abbreviations commonly used in minute writing
- Take basic notes during meetings, focusing on capturing key discussion points and decisions

Level 2

- Use professional language and appropriate style and tone based on the target audience
- Write clear and concise meeting minutes, summarising discussions and decisions effectively
- Format and structure meeting minutes according to organisational standards

Level 3

- Write comprehensive meeting minutes, capturing detailed discussions, action items and deadlines accurately
- Organise meeting minutes logically
- Proofread meeting minutes for accuracy and completeness before distribution

Level 4

- Develop meeting minutes templates and standards for the organisation
- Apply advanced formatting techniques to enhance the clarity and readability of meeting minutes
- Synthesise complex discussions and decisions into clear and actionable meeting minutes
- Incorporate feedback from stakeholders to improve the quality of meeting minutes

Level 5

- Review and approve meeting minutes for distribution to board and committee members
- Ensure meeting minutes are objective and uphold professional standards
- Introduce automated tools or systems to streamline the meeting minutes writing process

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Skill Definition

Monitoring and Surveillance *(Code: FSF_PR120)*

Develop and conduct checks and observations to assess adherence to statutory regulations and standards, thoroughness of compliance controls and monitor for irregular activities

Level 1

- Recognise irregular activities or deviations from standard procedures
- Document monitoring and surveillance findings and highlight areas of non-compliance for further review
- Adhere to ethical standards and organisational policies related to monitoring and compliance

Level 2

- Conduct monitoring and surveillance activities using appropriate methodologies and tools
- Analyse monitoring and surveillance findings and highlight identified breaches, process and control gaps, or key instances of non-compliance
- Investigate and/or escalate compliance breaches in trade and transaction activities

Level 3

- Evaluate monitoring and surveillance results to identify severity and reasons for gaps or non-compliance in trade, transaction and/or conduct
- Develop compliance processes in accordance with the organisation's strategy and internal and external guidelines
- Recommend enhancements to compliance processes to strengthen the organisation's internal controls

Level 4

- Develop compliance monitoring and surveillance strategies and objectives for the organisation
- Oversee alignment of compliance monitoring and surveillance strategies with business requirements, priorities and standards
- Review and endorse enhancements to critical compliance monitoring and surveillance processes to improve the robustness of the organisation's internal controls

Level 5

- Establish the organisation's strategic monitoring and surveillance framework, aligning with organisational goals and regulatory requirements
- Oversee and shape the organisation’s compliance strategy, based on deep insights derived from monitoring and surveillance activities
- Drive innovation in monitoring and surveillance activities and explore novel approaches to stay ahead of emerging risks

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Skill Definition

Operational Risk Management *(Code: FSF_PR121)*

Identify, assess and mitigate potential risks within an organisation's operational processes to ensure effective decision-making and sustainable business operations

Level 1

- Identify and report basic operational risks within specific processes or tasks, based on established guidelines
- Assist in preparing operational risk reports with guidance, providing essential information on identified risks, their potential impact and mitigation measures
- Maintain accurate records of operational risk incidents, action taken and outcomes

Level 2

- Conduct risk assessments, analyse data sets to identify potential operational risks and assess their impact on the organisation
- Identify and highlight instances on breach of acceptable operational risk thresholds
- Prepare comprehensive risk reports for stakeholders, outlining risks, impact assessments and proposed actions

Level 3

- Conduct thorough analysis of operational processes to identify multifaceted risks and assess their potential impact on the organisation
- Deploy appropriate risk response activities to mitigate impact
- Identify and address the root causes of operational risks, allowing for targeted risk mitigation approaches and process improvements

Level 4

- Develop and implement effective operational risk management strategies and plans, aligning with the organisation's context and accepted risk exposure
- Evaluate the impact of changes in policies, laws, regulations and new business requirements on operational risk
- Communicate the organisation's operational risk management practices to employees

Level 5

- Anticipate emerging risks by closely monitoring industry trends, technological advancements and regulatory changes and adapt organisation's risk management strategies and frameworks accordingly
- Establish Key Risk Indicators (KRIs) and an operating framework for monitoring operational risks
- Create and sustain awareness of operational risk throughout the organisation

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Skill Definition

Policy Implementation and Revision *(Code: FSF_PR122)*

Identify priority areas for policy development and evaluate existing policies to determine currency and relevance before drafting and implementing policies

Level 1

- Understand different types of policies and their concepts as well as policy terminologies
- Follow established procedures for policy implementation and revision
- Assist in preparation of policy documents for different insurance products

Level 2

- Implement and follow procedures to execute policies
- Conduct policy analysis and identify areas for improvement
- Understand the legal basis for policy provisions and ensure compliance

Level 3

- Draft and modify policies based on outcomes of consultation with relevant stakeholders and business requirements and assess current business environment that may impact organisational policy development
- Interpret organisational policies and procedures to identify discrepancies, misalignment or deficiencies
- Ensure policy documents are accurate and adhere to organisation's standards and regulations

Level 4

- Review the effectiveness of policies and procedures based on defined success indicators
- Facilitate an open and constructive discussion on policy issues and possible resolutions for continuous improvements
- Identify priority areas for policy development and outline policy requirements

Level 5

- Develop policy compliance mechanisms, strategic directions and goals according to identified business needs and overarching governance strategies
- Determine and formulate strategic direction and goals using appropriate consultation processes with relevant stakeholders when developing policies
- Develop policies and frameworks according to organisational strategic direction and business needs

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Skill Portfolio and Investment Risk Management *(Code: FSF_PR123)*

Definition Mitigate investment and portfolio risks to ensure compliance, align with investment guidelines and achieve investment objectives

Level 1

- Identify various types of risks related to investment and portfolio management
- Gather data sets required for conducting risk analyses, risk modelling and/or stress tests

Level 2

- Analyse investment and portfolios to identify risks
- Implement defined risk management processes for monitoring and mitigating risks related to investments and portfolio management
- Keep abreast of trends and developments and make recommendations to improve risk management processes

Level 3

- Design and conduct stress test of investments and portfolios to identify risk impact
- Determine appropriate risk mitigating action based on identified risks and organisational policies and framework
- Identify key laws and regulations relating to investment and portfolio management

Level 4

- Develop organisation-wide investment and portfolio risk management strategies, aligning with business objectives and risk appetite
- Review risk management processes to ensure alignment with overall investment objectives
- Review risk trends and risk model analysis findings to evaluate implications on investment and portfolio activities

Level 5

- Develop strategic risk forecasts, identify trends and assess their impact on investments
- Translate market and economic insights into actionable investment and risk management recommendations
- Align corporate strategies with investment and portfolio risk management

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Skill Regulatory Compliance *(Code: FSF_PR124)*

Definition Develop, enforce and implement regulatory compliance activities to ensure compliance with legislative and regulatory requirements

Level 1

- Identify legislative and regulatory requirements applicable to the organisation and areas of work
- Maintain accurate and detailed record of compliance activities
- Conduct self-monitoring of regulatory compliance activities

Level 2

- Identify and apply internal compliance procedures to ensure own work is in compliance with standards
- Identify possible non-compliance activities to facilitate organisational regulatory compliance efforts
- Execute corrective action and internal controls to close compliance gaps and address compliance risk exposure

Level 3

- Identify common compliance vulnerabilities, compliance risks and impact on the organisation
- Manage monitoring and reporting of non-compliance events
- Propose changes and adaptations to operational procedures to reflect changing regulations

Level 4

- Oversee non-compliance issues/events based on relevant legislative and regulatory requirements
- Develop comprehensive compliance policies and procedures tailored to the organisation’s needs, ensuring they align with relevant regulations
- Review incidences of compliance breaches and develop/enhance corrective actions/internal controls to avoid recurrence

Level 5

- Anticipate changes to the business environment and provide strategic direction for organisation's compliance with policies and procedures
- Determine measures of effective compliance monitoring and control for processes at the organisational level
- Foster compliance-centric culture at the organisational level

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Skill

Risk Governance *(Code: FSF_PR125)*

Definition

Establish, implement and oversee structured processes, policies and strategies within an organisation to identify, assess and manage risks effectively, ensuring compliance, transparency, oversight and sustainable decision-making

Level 1

- Identify and understand the different types of risks that the organisation faces
- Conduct research and gather information from reliable sources related to risk governance topics
- Assist in documenting risk-related information, including risk events, mitigation measures and outcomes

Level 2

- Execute detailed documentation of risk profiles, providing a comprehensive view of the organisation's risk landscape
- Compile and analyse risk data to produce insightful reports for relevant stakeholders
- Identify opportunities to enhance existing risk governance processes and measures

Level 3

- Implement and adapt risk governance frameworks to align with organisational requirements
- Evaluate gaps or weaknesses in existing risk governance measures and recommend appropriate corrective action
- Review and evaluate risk documentation to ensure completeness, accuracy and compliance with organisational standard

Level 4

- Develop risk governance strategies and procedures, aligning with the organisation’s strategic objectives and business goals
- Optimise risk management processes, ensuring efficiency and effectiveness in risk identification, evaluation, response planning and continuous monitoring
- Ensure the organisation's risk governance processes align with regulatory mandates and legal obligations

Level 5

- Establish risk governance framework tailored to the organisation's specific needs and industry requirements
- Drive initiatives to improve the efficiency and effectiveness of risk governance practices within the organisation
- Establish key performance indicators (KPIs) and metrics to identify trends, assess the impact of risk governance strategies and make data-driven decisions

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Skill

Risk Management *(Code: FSF_PR126)*

Definition

Identify, evaluate and manage risks by developing and implementing risk management strategies, frameworks, policies, procedures and practices

Level 1

- Conduct basic research to gather information on industry trends, competitors and emerging risks, aiding in risk assessment processes
- Assist in monitoring regulatory changes and updates, ensuring that the organisation's risk management practices align with current legal requirements
- Maintain accurate records of risk assessments, mitigation plans and incidents, ensuring proper documentation for future reference and analysis

Level 2

- Support risk assessment at operational level
- Conduct risk response activities in accordance with risk management plans
- Implement risk controls according to defined risk management policies and plans

Level 3

- Conduct in-depth risk assessments to evaluate and prioritise risks
- Monitor identified risks to track changes in their likelihood and impact
- Support in the development of risk management strategies and implement standard risk controls and measures

Level 4

- Develop risk management strategies aligning with the organisation's objectives and risk tolerance levels
- Evaluate regulatory requirements and its impact on the organisation’s risk management practices, ensuring compliance while optimising risk strategies
- Engage with stakeholders to understand their risk concerns and perspectives and incorporate the feedback into risk management strategies and plans

Level 5

- Provide leadership and guidance to the organisation on risk-related matters
- Adapt strategies and approaches based on changing risk landscapes, ensuring resiliency of the organisation
- Establish strategic partnerships with key stakeholders to enhance the organisation's risk management capabilities and stay informed about emerging risks

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Skill Risk Modelling and Validation *(Code: FSF_PR127)*

Definition Quantify and value risks to assess the organisation's exposure to risk and make better decisions about how to manage risks

Level 1

- Understands basic concepts, theories and methodologies involved in risk modelling and validation
- Gather data and information required for risk modelling and validation purposes
- Identify and assess the impact of adverse market conditions on portfolios and financial instruments

Level 2

- Execute stress tests and analyse scenarios to assess the impact of market events on portfolios, valuations and risk metrics
- Generate risk reports, encompassing key metrics and implications on the organisation's financial health
- Maintain documentation and compliance related to risk modelling

Level 3

- Design and implement scenario analysis and stress testing, consider market conditions and extreme events and assess the impact on portfolios and risk metrics
- Review and analyse risk reports to provide actionable insights to relevant stakeholders
- Ensure organisational compliance with internal and external risk modelling and validation rules and standards

Level 4

- Oversee risk models, ensuring relevance and effectiveness and making necessary adjustments according to changing market dynamics
- Conduct and analyse comprehensive risk model validation, ensuring reliable results and implement results within the organisation
- Develop and align risk models and validation methods, leveraging emerging technologies and techniques

Level 5

- Establish the organisation's risk modelling, valuation strategies and frameworks are tailored to organisational needs
- Set the strategic direction for the organisation's risk management efforts, aligning risk modelling and validation practices with business goals and market trends
- Set and oversee processes that continuously monitor existing and emerging risks to respond to risks quickly

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Skill Definition

Shariah Audit *(Code: FSF_PR128)*

Review and assess internal Shariah policies and procedures, identify weaknesses and non-compliance in current practices and provide recommendations for rectification

Level 1

- Identify and assess potential Shariah compliance issues and deviations from established guidelines or principles
- Conduct basic audit assessments to assess the organisation's compliance with Shariah
- Document Shariah audit procedures, finding and recommendations clearly and concisely

Level 2

- Conduct Shariah audit assessments on the organisation's business operations and activities
- Assess operational processes to identify potential Shariah compliance risks
- Prepare comprehensive audit reports that include findings, risk assessments and actionable recommendations

Level 3

- Execute thorough and detailed Shariah compliance audits, ensuring all aspects are covered comprehensively
- Adapt audit approaches/methodologies to align with the legal requirements/evolving Shariah landscape
- Communicate results of audit assessments/findings and provide recommendations on rectification measures to the Shariah Committee and management

Level 4

- Develop comprehensive Shariah audit programmes and plans, ensuring coverage of critical areas of Shariah compliance
- Develop and implement comprehensive quality assurance processes specifically tailored to Shariah audit functions
- Prioritise recommendations based on the level of risk and potential impact on the organisation

Level 5

- Innovate audit approaches and methodologies to address evolving complexities in Shariah
- Align Shariah audit activities with market trends, regulatory changes and overall business goals of the organisation
- Stay updated with the latest developments and trends in Shariah audit

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Skill

Shariah Compliance *(Code: FSF_PR129)*

Definition

Understand and apply Shariah principles to ensure financial products, services and other business and operational activities are Shariah-compliant

Level 1

- Demonstrate knowledge and understanding of Shariah compliance principles
- Understand Shariah compliance issues, breaches and violations
- Execute routine tasks, while applying Shariah principles, ensuring adherence to Shariah principles in daily operations

Level 2

- Identify the Shariah compliance requirements applicable to the business
- Identify potential Shariah compliance risks and recommend risk mitigation measures
- Provide basic advisory support to colleagues and management on Shariah compliance matters

Level 3

- Identify and address complex Shariah non-compliance issues and unethical activities
- Identify areas for improvement in Shariah compliance processes and implement enhancements
- Adapt existing products/services/processes to align with Shariah principles, while meeting business objectives

Level 4

- Lead Shariah compliance projects and initiatives
- Integrate Shariah compliance into strategic planning, product development and risk management processes
- Navigate complicated legal and ethical issues with in-depth knowledge on Islamic Finance

Level 5

- Establish and maintain a culture of Shariah compliance within the organisation
- Provide strategic guidance and leadership in shaping Shariah compliance policies and strategies
- Ensure alignment with evolving regulatory requirements related to Shariah compliance

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Skill Shariah Risk Management *(Code: FSF_PR130)*

Definition Identify, measure and control Shariah non-compliance risks for mitigation of non-compliance events

Level 1

- Identify Shariah non-compliance risk exposures within the organisation's business operations and activities
- Measure potential impact of the identified risks to the organisation
- Gather and maintain data/information/records of Shariah compliant and non-compliant activities

Level 2

- Conduct in-depth risk assessments related to Shariah non-compliance, considering a wide range of factors and potential scenarios
- Identify trends and patterns related to Shariah non-compliance, based on data and information gathered
- Generate detailed and insightful reports on Shariah non-compliance risks

Level 3

- Design and implement risk mitigation measures and plans to prevent recurrences
- Monitor effectiveness of mitigation measures and management of Shariah non-compliance risks
- Communicate the reporting/findings of Shariah non-compliance risks to the Shariah Committee and management

Level 4

- Formulate the organisation's Shariah risk management strategies and practices to address Shariah non-compliance risks with precision and effectiveness
- Stay updated of regulatory changes and proactively adapt risk management strategies and practices
- Interpret regulatory changes and assess their implications on the organisation's risk profile

Level 5

- Set strategic direction for Shariah risk management in the organisation, aligning it with the overall corporate strategy
- Establish and enhance the organisation's risk governance framework, ensuring it aligns with best practices and regulatory standards
- Drive innovation in risk management processes, fostering a culture of continuous improvement within the organisation

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Skill Definition

Sustainability Risk Management *(Code: FSF_PR131)*

Identify, assess and mitigate Environmental, Social and Governance (ESG) risks within an organisation's operations and supply chains to ensure long-term ecological, societal and financial viability

Level 1

- Identify and categorise basic sustainability risks within organisational processes and supply chains, considering ESG aspects
- Understand environmental regulations and international standards related to sustainability to ensure organisational compliance
- Understand the implications of sustainability risks on business strategy, financial performance and stakeholder relations

Level 2

- Track and monitor sustainability risk management plans
- Assess the potential impact of identified risks on the organisation's sustainability goals and financial performance
- Conduct materiality assessments to identify and prioritise sustainability issues significant to the organisation, guiding focused risk management efforts

Level 3

- Conduct sustainability impact assessment to assess the broader environmental and societal impact of organisational activities
- Develop and apply scenario planning techniques to assess the impact of future events on sustainability risks and adapt mitigation strategies accordingly
- Prioritise sustainability risks based on their impact on the organisation's long-term sustainable goals, reputation and stakeholders

Level 4

- Develop and analyse diverse scenarios to anticipate potential future risks, enabling the formulation of adaptable risk management strategies capable of addressing a wide range of contingencies
- Collaborate with key stakeholders to formulate a collective approach to risk mitigation and foster partnerships for sustainable initiatives
- Ensure compliance with all relevant laws, regulations and industry best practices related to sustainability risk

Level 5

- Anticipate future risks and opportunities in the sustainability landscape
- Integrate sustainability risk management into the organisation's overall strategy, culture and operations, aligning with core values
- Determine and establish key performance indicators (KPIs) to measure the organisation's sustainability impact and effectiveness of risk management strategies

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Skill

Technology Risk Management *(Code: FSF_PR132)*

Definition

Identify, assess and mitigate potential technology risks associated with the various uses and integration of technology by the organisation to uphold security, integrity and continuity of operations

Level 1

- Identify common technology risks within the organisation
- Maintain documentation related to technology risk management activities, including risk assessments, policies and procedures
- Understand terminology and concepts related to technology risk management

Level 2

- Conduct in-depth risk assessments, identifying potential technology vulnerabilities and threats specific to the organisation
- Conduct root cause analyses for security incidents and vulnerabilities, identifying underlying issues and recommending corrective action
- Generate risk reports, highlighting identified vulnerabilities, mitigation strategies and progress in addressing risks

Level 3

- Evaluate and prioritise risks based on potential impact and likelihood, considering both technical and business perspectives
- Evaluate new and emerging technologies for potential risks and security implications
- Engage with stakeholders to communicate risk reports, highlighting key technology risks, their potential impact and recommended action

Level 4

- Develop and implement comprehensive technology risk management strategies and procedures, aligning with organisational objectives
- Advise the organisation on the adoption of secure technologies and best practices for implementation
- Stay updated with industry trends, regulations and emerging threats, adapting risk management strategies accordingly

Level 5

- Establish governance frameworks to ensure consistent adherence to security policies across all technology-related activities
- Provide strategic direction and leadership in technology risk management, aligning risk management objectives with the overall business strategy
- Stay ahead of evolving regulatory frameworks related to technology, ensuring the organisation's compliance with laws and industry standards

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Skill Definition

Carbon Markets and Decarbonisation Strategies Management *(Code: FSF_PR133)*

Develop and implement carbon emission reduction strategies and policies to support the organisation and its customers in efforts to decarbonise, achieve net-zero status and capitalise on opportunities presented by carbon market developments

Level 1

- Collect and analyse data related to carbon emissions and market trends
- Understand key carbon market and pricing developments relevant to the organisation
- Understand difference between voluntary and compliance carbon markets

Level 2

- Conduct research and analyse carbon policy, carbon market developments and decarbonisation strategies and their impact to the economy and organisation
- Identity opportunities for the organisation to participate in carbon markets
- Develop an understanding of the impact of underlying projects, ensuring their viability and legitimacy as well as alignment with organisation's climate objective
- Communicate to the relevant stakeholders on key carbon market and pricing developments and their fit with respect to the organisation’s goals

Level 3

- Analyse carbon policy, market developments and decarbonisation strategies, assessing their specific impact on the organisation and provide recommendations for strategic alignment
- Support development of the organisation’s carbon management strategies
- Apply GHG accounting and reporting methodologies in relevant areas of responsibility

Level 4

- Develop the organisation's strategy and policies in response to current and projected carbon policy, market developments and decarbonisation strategies
- Develop implementation measures to decarbonise backed by science, including the role and prospects of emerging decarbonisation technologies
- Lead sourcing and trading of high-quality carbon credits

Level 5

- Direct the organisation in identifying carbon market opportunities and incorporate them into business and product strategies
- Anticipate future market trends and regulatory changes, enabling proactive adaptation of decarbonisation strategies and ensuring a competitive advantage
- Build strategic alliances and partnerships with key stakeholders to advance decarbonisation efforts

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Skill Definition

Climate Change Management *(Code: FSF_PR134)*

Synthesise and evaluate information on climate change, climate policy developments and climate-related risks to inform and shape the organisation's strategies, policies, as well as the development of products and/or services

Level 1

- Conduct basic research on climate change topics, gathering relevant information from credible sources
- Measure and report on the organisation's climate change performance
- Recognise key climate change concepts, principles and risk management issues relevant to the organisation's activities

Level 2

- Research and analyse impact of climate change and developments related to climate change, on the organisation's activities and the wider financial sector
- Identify simple climate-related challenges and propose basic solutions or strategies for mitigation and adaptation
- Communicate climate change information to relevant stakeholders

Level 3

- Assess and manage financial risks associated with climate change
- Implement innovative climate change mitigation and adaptation plan and strategies
- Propose innovative financial products and investment strategies that address climate-related challenges and opportunities

Level 4

- Formulate the organisation's climate change strategies, policies, products and/or services
- Integrate climate risk into the organisation's wider risk management strategy in alignment with international frameworks
- Innovate and develop new financial products and instruments that support climate change mitigation and adaptation efforts

Level 5

- Direct the development and implementation of climate change management strategies that are aligning with the organisation's overall sustainability strategy
- Build partnerships with key stakeholders, fostering collective action towards climate resilience
- Anticipate future trends, emerging technologies and socio-economic shifts and actively take steps to prepare the organisation for future climate change challenge

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Skill Definition

Impact Indicators, Measurement and Reporting *(Code: FSF_PR135)*

Analyse, monitor and report impact of sustainability actions aligned to Science-Based Targets (SBTs) or Paris Agreement and lead the organisation in setting impact mission and targets for the organisation and customers

Level 1

- Research and support the impact measurement (e.g., carbon emission) and reporting process
- Articulate impact measurement trends and developments to stakeholders
- Collect relevant data related to impact indicators

Level 2

- Identify and assess suitable metrics needed to support measurement of impact
- Utilise various tools and software for impact measurement
- Support in setting impact mission and targets within the organisation

Level 3

- Monitor, report and evaluate the organisation's progress in meeting impact mission and targets
- Implement systems and use relevant methods, such as, digital tools to collect and process data tied to the metrics
- Support the selection and application of impact measurement frameworks and methods that are relevant to the use case

Level 4

- Formulate the organisation's strategies, frameworks and policies on impact measurement and business reporting
- Assess emerging impact measurement methodologies and frameworks and their suitability for the organisation
- Ensure alignment of impact measurements and reporting with international principles and standards

Level 5

- Lead the setting of impact mission and targets for the organisation to drive impact adoption, measurement and reporting
- Align stakeholders on the need and importance of impact mission and selected targets and the link between impact and commercial value
- Ensure alignment of impact measurement and reporting with international principles and standards

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Skill Definition

Natural Capital Management *(Code: FSF_PR136)*

Develop market research on natural capital and lead organisation's strategies and policies in response to natural capital policy and market developments, to support decision making and organisational dealings

Level 1

- Research and identify types of natural capital asset
- Understand the concept of natural capital and its importance
- Understand key financial risks and their economic linkages to natural capital

Level 2

- Research and analyse exposure to natural capital risk at organisational and portfolio level
- Research and analyse the relationship between natural capital protection/loss and economic value
- Support the structuring of natural capital financing projects/products

Level 3

- Monitor and evaluate the effectiveness of a natural capital management practice
- Assess opportunities for the organisation to enhance its natural policies/practices to mitigate risks and promote engagement
- Identify where and how the organisation can enhance natural policies/practices to reduce risks and actively engage

Level 4

- Formulate the organisation's natural capital strategies, including target setting to support decision-making and organisational dealings
- Develop the organisation's approach towards natural capital reporting and accounting
- Structure natural capital financing projects and other product innovations

Level 5

- Lead the incorporation of natural capital issues in natural reporting and accounting for the organisation, aligning with industry best practices
- Establish monitoring and evaluation frameworks for natural capital management
- Keep informed of new information and emerging challenges in natural capital management

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Skill Definition

Non-Financial Industry Sustainability Development *(Code: FSF_PR137)*

Synthesise sustainability-related risks, opportunities and market developments of the non-financial industries and their impact and application to the organisation and the financial sector

Level 1

- Conduct research on sustainability topics in non-financial industries
- Identify key sustainability-related risks and opportunities that can affect non-financial industries
- Recognise key domestic, regional and international sustainability developments, risks and opportunities in the relevant non-financial industries and their impact to the financial sector

Level 2

- Assess the sustainability-related risks, opportunities and market developments that are relevant to a particular non-financial industry or organisation
- Explain the key sustainability trends and social/environmental risks in non-financial industries to stakeholders
- Analyse and apply knowledge on sustainability-related developments in non-financial industries

Level 3

- Research and advise customers and internal stakeholders on sustainability-related goals and outcomes
- Engage customers on their key sustainability-related dependencies, impact, risks and opportunities in non-financial industries
- Conduct materiality assessments to identify and prioritise the most significant sustainability issues for both non-financial industries and financial institutions

Level 4

- Lead research, analyse and apply knowledge on sustainability-related developments in non-financial industries at the organisational level
- Develop organisational responses to key sustainability issues within non-financial industries relevant to the organisation
- Develop strategies to mitigate sustainability risks and capitalise on emerging opportunities for financial institutions

Level 5

- Determine sustainability issues within non-financial industries relevant to the organisation and advocate sustainability outcomes for these industries
- Anticipate future sustainability trends, risks and opportunities to be able to proactively adapt
- Keep abreast of non-financial industry innovations to assess potential impact on financial markets and investment strategies

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Definition

Sustainability Reporting *(Code: FSF_PR138)*

Evaluate sustainability performance and develop comprehensive and transparent reports on investments, risk exposures and compliance standards to highlight the organisation's sustainability initiatives and impact

Level 1

- Conduct research and gather information from reliable sources to support sustainability reporting efforts
- Understand how sustainability reporting and accounting can support sustainability goals of the organisation, financial sector and economy
- Understand sustainability reporting and accounting frameworks, standards and regulations relevant to the organisation

Level 2

- Assess and analyse leading international sustainability reporting developments, regulations and frameworks and the implications for the financial sector
- Conduct materiality assessments to identify and prioritise key sustainability issues, based on their significance to stakeholders and the organisation
- Support implementation of the organisation's sustainability reporting and accounting strategies and approaches

Level 3

- Assess the organisation's current sustainability disclosures
- Recommend improvements for the organisation's sustainability reporting and approach
- Implement comprehensive assurance processes to ensure accuracy and reliability in sustainability reports

Level 4

- Develop organisation's sustainability reporting strategy, approach, policies and processes
- Adapt strategies and approaches in response to changing market dynamics, stakeholder expectations and global sustainability trends
- Design assurance strategies to ensure data integrity and credibility in sustainability reporting

Level 5

- Direct the development of the organisation's sustainability reporting and accounting policies and processes aligning with regulatory requirements and best practices
- Establish short- and long-term targets for material Environmental, Social and Governance (ESG) metrics
- Align sustainability reporting with overall business strategy and integrate sustainability goals into organisation's core objectives

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Skill Definition

Sustainable Finance Instruments Structuring *(Code: FSF_PR139)*

Structure sustainable lending instruments, which includes bonds, loans, project and trade financing, derivatives, blended finance instruments and develop incentive mechanism to encourage adoption of these instruments

Level 1

- Conduct research to gather information on market trends, investor preferences and emerging financial products in the sustainable lending landscape
- Explain the features and benefits of different sustainable lending instruments
- Identify different types of sustainable lending instruments that are available to the organisation

Level 2

- Monitor and report on the sustainability performance of borrowers
- Assess creditworthiness, financial stability and sustainability performance of potential borrowers, ensuring responsible lending practices
- Engage customers on the benefits and key features of sustainable lending instruments

Level 3

- Implement sustainable lending instruments that meet the needs of both the borrower and lender
- Manage customers' progress in achieving sustainable targets and metrics set in the financing instrument
- Communicate the value and operation of sustainable loans to customers and stakeholders

Level 4

- Develop organisation's innovative sustainable lending instruments, implementation roadmap and organisational targets
- Develop innovative solutions that are supportive of national policies, including tie-ups with relevant institutions or agencies to ensure appropriate risk mitigation
- Lead the structuring of sustainable lending instruments to meet the needs of customers, aligning with international best practices
- Negotiate and structure complex or large-scale sustainable lending solutions, leveraging extensive market and ESG knowledge

Level 5

- Lead organisation's participation in key associated global/regional sustainable lending platforms
- Drive organisation's partnership with key stakeholders to promote the mainstreaming of sustainable lending
- Champion sustainability culture within the organisation, promoting adoption of sustainable lending practice

Back to Sustainable Finance and Insurance Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Sustainable Finance and Insurance

View Programmes

Skill Definition

Sustainable Insurance and Re-Insurance Solutions and Applications *(Code: FSF_PR140)*

Understand insurance and reinsurance practices aligning with sustainable development goals and develop strategies and innovative solutions to effectively address Environmental, Social and Governance (ESG) factors

Level 1

- Recognise key principles, standards and frameworks for sustainable insurance and/or re-insurance
- Understand the basic terminology used in sustainable insurance and re-insurance solutions
- Recognise the regulatory landscape regarding sustainability in the financial services sector

Level 2

- Support development of sustainable insurance and/or re-insurance solutions
- Understand differing application of sustainable insurance and/or re-insurance solutions across sectors
- Analyse the benefits and challenges of sustainable insurance and re-insurance solutions

Level 3

- Support development of sustainable insurance and/or re-insurance solutions
- Interpret and implement relevant sustainability regulations and guidelines
- Utilise different tools and technologies used in sustainable insurance

Level 4

- Develop and manage sustainable re/insurance claims management
- Develop exclusion metrics and incorporate sustainability performance criteria in underwriting and development of sustainable insurance and/or re-insurance
- Ensure that the sustainable insurance and/or re-insurance solutions are aligning with international principles and standards

Level 5

- Provide strategic advice on decarbonisation strategy for insurance and/or re-insurance portfolio to meet organisational sustainability targets
- Develop sustainable insurance and/or re-insurance implementation roadmap and targets for the organisation, while meeting commercial objectives
- Lead the underwriting of sustainable insurance and/or re-insurance solutions to meet the needs of customers, aligning with international best practices

Back to Sustainable Finance and Insurance Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Sustainable Finance and Insurance

View Programmes

Skill Definition

Sustainable Investment Management *(Code: FSF_PR141)*

Analyse and integrate sustainability factors into investment strategies, concepts and approaches to facilitate informed decision-making and foster positive social and environmental outcomes

Level 1

- Research and support inclusion of sustainability factors in portfolio construction process
- Collect, interpret and analyse data related to sustainable investment options and make informed recommendations based on analysis
- Recognise sustainable investment concepts, including Environmental, Social and Governance (ESG) factors and how they impact investment decisions

Level 2

- Analyse ESG data and sustainability reports, interpreting key metrics and trends to inform investment decision-making
- Communicate sustainable investment ideas and concepts to stakeholders
- Assess risks associated with sustainable investments

Level 3

- Evaluate sustainability industry trends and impact on sustainable investment portfolio's performance and risk
- Implement innovative investment solutions, aligning financial objectives with sustainable development goals
- Manage the monitoring and reporting of portfolio performance, including analysis of performance attribution and sustainability quality

Level 4

- Lead sustainability inclusion in existing strategies, aligning sustainable outcomes with customer targets
- Evaluate new and emerging sustainability considerations and issues, incorporating these into the portfolio construction of the investment strategy
- Ensure that strategies and investment processes are compliant with international standards and best practices

Level 5

- Direct organisation's sustainability investment strategies, including adoption and management of new investment approaches and sustainable funds within the organisation
- Incorporate sustainability into governance structures for consistent policy, process and product development
- Set sustainable targets, metrics and outcomes for the green and sustainable investment portfolio
- Recognise the impact of the investment portfolio in supporting the nation's climate objectives

Back to Sustainable Finance and Insurance Skill Overview

Skills Category

Prime Skills | Power Skills

Skill Cluster

Sustainable Finance and Insurance

View Programmes

Skill Definition

Sustainable Stewardship Development *(Code: FSF_PR142)*

Lead the development of the organisation’s stewardship strategy, focus areas, policies and practices and implement stewardship to achieve organisation’s investment and sustainability goals

Level 1

- Conduct research on current trends, technologies and best practices in sustainable stewardship
- Recognise key sustainability stewardship issues and practices relevant to the organisation's sustainability goals
- Identify material and thematic stewardship issues relevant to the industries and customers

Level 2

- Analyse environmental data and trends to make informed decisions and recommendations for sustainable practices
- Engage stakeholders in sustainable stewardship development
- Support the implementation of organisational sustainability stewardship frameworks and policies

Level 3

- Analyse the sustainability stewardship approaches and best practices, assisting in the development and implementation of these strategies
- Provide customers with targeted and suitable guidance to support transition and long-term competitiveness
- Monitor and report stewardship progress of customers on meeting sustainability outcomes

Level 4

- Develop the organisation's sustainability stewardship strategy, focus areas, policies and practices
- Develop material and thematic stewardship topics to engage customers in achieving the organisation’s sustainability goals
- Track effectiveness of stewardship strategy on customers’ sustainability outcomes at portfolio and organisational levels

Level 5

- Direct the communication of the organisation's stewardship strategy and practices to customers
- Lead the organisation's engagement on regional and global stewardship platforms
- Envision and articulate a compelling and transformative vision for sustainable stewardship, inspiring teams and stakeholders to work towards a sustainable and regenerative future

Back to Sustainable Finance and Insurance Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill | **Adaptability and Resiliency** *(Code: FSF_PW001)*

Definition | Navigate through the unexpected, respond positively to evolving challenges and recover from setbacks with flexibility and resilience

Level 1

- Actively seek guidance in navigating challenges
- Demonstrate the ability to bounce back from setbacks

Level 2

- Actively seek solutions when faced with challenges
- Respond independently with a positive mindset to setbacks

Level 3

- Adapt effectively to challenges in the work environment
- Demonstrate resilience in the face of adversity, contributing to team morale

Level 4

- Thrive in a dynamic work environment
- Guide others in developing adaptability and resilience
- Motivate team to adopt a growth mindset through significant challenges faced

Level 5

- Serve as a role model for adaptability, growth mindset and resilience within the organisation
- Drive a culture of continuous improvement and resilience
- Demonstrate ability to turn challenges into opportunities for growth and innovation

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill **Business Acumen** *(Code: FSF_PW002)*

Definition Handle various business situations and make decisions by applying both general and organisation-specific knowledge

Level 1

- Understand organisational goals and strategies
- Demonstrate a basic understanding of business concepts and practices
- Recognise the impact of business decisions on overall organisational performance

Level 2

- Apply basic business concepts and best practices into daily tasks and work responsibilities
- Understand how individual contributions align with broader strategic objectives
- Understand how various business functions contribute to organisational success

Level 3

- Integrate business concepts and best practices into decision-making processes
- Support implementation of strategic initiatives
- Contribute ideas and insights towards achieving broader strategic objectives

Level 4

- Lead strategic initiatives, understanding their impact on overall organisational performance
- Evaluate organisational goals and strategies based on changing business landscapes and propose relevant intervention

Level 5

- Champion initiatives to achieve business excellence at an organisational level
- Shape organisational strategy, foreseeing market trends and capitalising on opportunities
- Guide the organisation through complex business challenges

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill **Change Management** *(Code: FSF_PW003)*

Definition Support business and people impacted by change to ensure the change is seamlessly and successfully adopted

Level 1

- Demonstrate a basic understanding of change management concepts
- Recognise the impact of change to people, processes and technology
- Support change management initiatives

Level 2

- Apply basic change management concepts
- Participate in the development of change management initiatives
- Understand how change affects different aspects within the organisation

Level 3

- Lead change management initiatives and risks within specific areas of responsibility
- Address challenges and facilitate smooth transition of changes to people, processes and technology

Level 4

- Consider long-term organisational impact in managing change initiatives
- Champion change across various functions within the organisation
- Facilitate cross-functional collaboration to ensure comprehensive change integration

Level 5

- Lead major organisational change efforts with a deep understanding of change management concepts
- Drive a cultural shift toward embracing change as a constant and necessary element
- Innovate change management practices and introduce leading approaches

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill **Critical Thinking** *(Code: FSF_PW004)*

Definition Analyse, interpret and draw conclusions from information to solve problems and make decisions

Level 1

- Identify and gather relevant information needed to analyse a situation or solve a problem
- Analyse straightforward situations or problems using basic reasoning

Level 2

- Assess the validity, relevance and reliability of sources and information
- Analyse situations or solve problem by breaking them down into manageable parts in a systematic and detailed manner

Level 3

- Synthesise information and ideas from diverse sources to create innovative solutions or perspectives
- Compare and contrast theories, perspectives and solutions to evaluate their strengths and weaknesses
- Examine situations from multiple or different perspectives, identifying root causes and effects

Level 4

- Recognise patterns and anticipate 'what if' scenarios and related contingencies for the evaluation of best option
- Engage stakeholders in making critical decisions to ensure buy-in and desirable outcomes

Level 5

- Inspire the use of critical thinking skills across the organisation, while considering the 'big picture' and impact on organisational results
- Foster collaboration among multiple stakeholders across the organisation to design solutions

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill

Digital Fluency *(Code: FSF_PW005)*

Definition

Understand and effectively utilise various digital platforms and tools, such as online collaboration tools and application of AI capabilities, to solve problems and drive efficiency

Level 1

- Demonstrate familiarity with basic digital tools
- Apply basic digital tools in practical situations
- Build aware of basic and safe digital practices and common cyber threats

Level 2

- Apply digital technologies in daily tasks and work responsibilities, e.g., AI prompt crafting
- Identify practical applications of digital technologies in specific contexts
- Explore how digital tools can improve efficiency in work processes, e.g., online collaboration tools
- Recognise potential cyber threats and apply basic measures for protection

Level 3

- Demonstrate a broader understanding of digital applications, their risks and dependencies across different domains
- Demonstrate mastery in translating complex tasks into efficient digital processes
- Identify opportunities for digital optimisation and efficiency gains

Level 4

- Explore and integrate cutting-edge digital technologies into work processes
- Contribute to the development of innovative digital solutions
- Assess opportunities and threats posed by digitalisation

Level 5

- Lead digital transformation initiatives at an organisational level
- Champion the integration of cutting-edge digital technologies for competitive advantage and cyber security
- Anticipate potential risks associated with digital trends and proactively mitigate them

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill **Innovative Thinking** *(Code: FSF_PW006)*

Definition Generate and be receptive to new and unconventional ideas or concepts to resolve challenges

Level 1

- Demonstrate curiosity and receptiveness to new ideas
- Understand various innovative thinking methodologies, such as, design thinking
- Provide simple solutions to address daily challenges
- Build on others' ideas to innovate and create new opportunities or improvements for the organisation

Level 2

- Define problem statement to determine potential innovative solutions
- Integrate various perspectives and constructive feedback into the ideation process
- Construct simple prototypes or proof of concepts

Level 3

- Ideate and design innovative solutions
- Consider the end-user perspective when determining potential solutions
- Possess proficiency in creating functional prototypes

Level 4

- Lead collaborative innovation initiatives
- Identify and evaluate potential risks associated with innovative ideas
- Seeks ways to proactively enhance and optimise existing innovative solutions

Level 5

- Spearhead development of innovative and high-impact solutions to address complex challenges
- Determine opportunities for innovative integration within broader ecosystems

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill | **Learning Agility** *(Code: FSF_PW007)*

Definition | Learn new concepts and apply the acquired knowledge to execute various tasks quickly and effectively

Level 1

- Seek instructions and guidance when undertaking new tasks
- Ask questions to confirm understanding or gain clarification on a subject matter
- Actively seek out opportunities to expand knowledge

Level 2

- Demonstrate ability to apply previously gained knowledge to new or related tasks
- Take initiative to explore additional resources relevant to the task at hand
- Engage in discussions to build understanding of complex subject matter

Level 3

- Adapt learned concepts to different contexts and scenarios
- Integrate information from various sources to enhance understanding and problem-solving
- Share acquired knowledge and insights with others to develop a collaborative learning environment

Level 4

- Explore innovative methods and approaches to learning
- Apply a growth mindset to acquire knowledge relevant to current and future challenges
- Identify and pursue learning opportunities proactively

Level 5

- Introduce innovative learning solutions and methodologies within the organisation
- Lead and influence learning initiatives at an organisational level
- Drive a culture of continuous learning, inspiring others to own their learning journeys

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill **Problem-Solving** *(Code: FSF_PW008)*

Definition Recognise, analyse and define problems to evaluate options for solutions and decide on the most appropriate course of action

Level 1

- Recognise a problem and attempt to resolve it
- Identify information needed to solve the problem
- Choose from solutions that are known and readily accessible to solve problems

Level 2

- Break problems into simple components to identify the root cause
- Seek additional information about a situation beyond what has been given
- Link typical causes to a problem and identify solutions for commonly occurring issues

Level 3

- Use analytical techniques to break down problems into manageable parts
- Apply problem-solving tools to diagnose a situation or problem
- Develop alternative solutions based on an analysis of the problem

Level 4

- Analyse relationships among the several parts of the problem or situation
- Reconcile conflicts between short-term requirements and long-term objectives
- Evaluate a number of solutions and weigh the value of each to improve results

Level 5

- Recommend systematic methods to break down complex situations or problems to reach a solution
- Consider long-term trends and risks in assessment of problems or situations
- Recognise patterns and anticipate the 'what if' scenarios and related contingencies for evaluation of the best option

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill

Sustainability Awareness *(Code: FSF_PW009)*

Definition

Understand principles of sustainable development and the implications of Environmental, Social and Governance (ESG) on the organisation

Level 1

- Understand basic principles of sustainability concepts and practices
- Aware of one's role and contributions to sustainable practices
- Recognise the impact of ESG factors on the organisation

Level 2

- Apply basic principles of sustainability concepts and best practices to daily tasks and work responsibilities
- Recognise opportunities to improve sustainability efforts
- Provide basic suggestions for sustainability initiatives

Level 3

- Actively seek out information on industry best practices for sustainability
- Integrate sustainability concepts and best practices into work processes and decision-making
- Engage in conversations about sustainability and share insights on sustainability initiatives

Level 4

- Analyse the impact of sustainability on the broader organisation's activities
- Recommend strategies to reduce any negative environmental and social impact of organisations activities
- Collaborate with cross-functional teams to implement sustainability initiatives

Level 5

- Advocate for sustainability at a strategic level, influencing decision-making
- Serve as the sustainability champion, inspiring and leading the adoption of sustainable practices
- Collaborate with industry leaders and experts to advance sustainability initiatives on a broader scale

Back to Innovation and Delivery Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Innovation and Delivery

View Programmes

Skill | **Coaching and Mentoring** *(Code: FSF_PW010)*

Definition | Guide and support others to elevate their performance and foster their development and growth

Level 1

- Recognise the benefits and differences of coaching and mentoring others
- Engage in active listening and offer support by providing basic guidance to others

Level 2

- Recognise situations where coaching or mentoring is required
- Provide constructive feedback to others
- Guide others to work towards specific objectives

Level 3

- Assess strengths and weaknesses of others to provide actionable and targeted guidance for areas of development and improvement
- Review skills gaps and provide upskilling and/or reskilling advice

Level 4

- Implement coaching and mentoring initiatives to facilitate individuals or teams' development
- Guide others to make strategic career decisions
- Develop others as leaders in their respective fields

Level 5

- Create a coaching culture, mentor other leaders and contribute to success of individuals and teams within the organisation
- Inspire others to develop themselves continuously to achieve professional and personal goals

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Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Social Intelligence

View Programmes

Skill **Collaboration** *(Code: FSF_PW011)*

Definition Engage and rally others to contribute towards a common purpose and work effectively with them

Level 1

- Understand importance of common goals and working together
- Contribute to common goals and team efforts

Level 2

- Engage actively in collaborative activities by contributing ideas, listening to others and working together to achieve common goals
- Support ideas of others and respond positively to their comments in a timely manner
- Recognise others for their contribution, abilities, experiences and expertise

Level 3

- Seek and integrate ideas and feedback from others to achieve common goals
- Implement tools and platforms to enable collaboration and information sharing with others
- Adapt methods of interaction to cater to the needs and motivation of others

Level 4

- Facilitate achievement of common goals in teams and at an organisational level
- Build rapport with key stakeholders to achieve desired objectives

Level 5

- Strategically align collaborative efforts with overarching organisational goals
- Promote collaborative mindset among others and leverage collective strengths for innovation and success
- Champion development of an open and collaborative organisational culture

Back to Social Intelligence Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Social Intelligence

View Programmes

Skill

Communication *(Code: FSF_PW012)*

Definition

Interact effectively with others and engage in meaningful conversations to foster positive relationships and build mutual understanding, rapport and trust

Level 1

- Express thoughts through the usage of simple, clear and concise language
- Convey information by using a well-organised and coherent structure in business writing

Level 2

- Engage in two-way communication by asking questions, actively listening to others and providing relevant responses
- Articulate thoughts clearly and persuasively, adapting communication and business writing style to different individuals and contexts
- Summarise lengthy information into clear key messages

Level 3

- Demonstrate patience and composure, allowing for thoughtful and effective responses
- Understand others' perspective to tailor communication style accordingly
- Summarise complex information into clear key messages

Level 4

- Strategically plan and deliver messages to achieve desired outcomes
- Navigate and bridge cultural communication gaps, ensuring effective interactions in multicultural environments
- Create persuasive and impactful key messages to convey information

Level 5

- Foster a culture of open communication and create an environment where everyone feels heard, respected and appreciated
- Navigate complex communication gaps with tact and diplomacy
- Construct compelling narratives for diverse groups of stakeholders

Back to Social Intelligence Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Social Intelligence

View Programmes

Skill **Conflict Management** *(Code: FSF_PW013)*

Definition Address and resolve disagreements in a way that promotes understanding and achieves mutually beneficial solutions

Level 1

- Recognise the existence of conflict and build awareness of the different conflict stages
- Identify specific areas of the issue and propose ways to resolve it

Level 2

- Engage in constructive dialogue by communicating clearly to resolve issues
- Highlight points of contention and differences objectively when identifying ways to resolve conflicts

Level 3

- Understand underlying issues, generate solutions and facilitate compromises to resolve conflicts
- Resolve conflicts through appropriate use of conflict resolution techniques

Level 4

- Take on a mediating or facilitating role to guide parties through conflicts
- Help different parties understand each others' perspectives and facilitate a beneficial solution for everyone

Level 5

- Transform conflicts into opportunities for growth and positive change in addition to resolving conflicts
- Foster an environment where conflicts are addressed proactively

Back to Social Intelligence Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Social Intelligence

View Programmes

Skill **Empathy** *(Code: FSF_PW014)*

Definition Understand the emotions, feelings and perspectives of others to establish an impactful connection and meaningful engagement

Level 1

- Recognise emotions of others without judgement
- Reflect on own emotions and how it may impact others
- Express empathy and demonstrate a basic level of compassion

Level 2

- Seek to understand perspectives and experiences of others
- Provide necessary encouragement and support to others

Level 3

- Recognise and manage own emotions while remaining sensitive to the emotions of others
- Recognise emotions of others and respond in a way that demonstrates genuine care and support
- Anticipate emotional needs of others by observing non-verbal cues

Level 4

- Navigate complex situations with high degree of sensitivity by adapting communication style to different individuals and contexts
- Provide strong emotional support and adapt communication styles to connect with others emotionally

Level 5

- Create a culture of empathy with teams and across the organisation
- Foster an inclusive environment that values diverse perspectives in decision-making

Back to Social Intelligence Skill Overview

Skills Category

Prime Skills | **Power Skills**

Skill Cluster

Social Intelligence

View Programmes

Skill **Influencing and Negotiating** *(Code: FSF_PW015)*

Definition Persuade and convince others of ideas, proposals and solutions that work best mutually

Level 1

- Search for credible information to make a case for a particular point of view
- Articulate own view clearly to influence others
- Seek common ground to reach agreements through simple discussions

Level 2

- Articulate and advocate for own views
- Analyse situation and seek solutions that are likely to benefit everyone involved

Level 3

- Protect own views while demonstrating willingness to achieve solutions that are likely to benefit everyone involved
- Form alliances and utilise emotional intelligence when persuading others
- Navigate complex relationships to influence outcomes

Level 4

- Influence views at an organisational level via deep understanding of power dynamics and organisational psychology
- Structure solutions to reach outcomes that gain the support and acceptance of all parties
- Maintain positive relationships with others post negotiation process

Level 5

- Set the tone for a negotiation culture that emphasises on value creation
- Structure solutions that create maximum value for all parties
- Resolve disagreements at an organisational level
- Navigate international negotiations

Back to Social Intelligence Skill Overview

3 Groups of Capacity-Building Providers for Skills Development*

1 Industrial Training and Academic Institutions

- Asia School of Business (ASB)
- Asian Banking School (ABS)
- Asian Institute of Chartered Bankers (AICB)
- Asian Institute of Insurance (Aii)
- Association of Shariah Advisors in Islamic Finance (ASAS)
- Chartered Institute of Islamic Finance Professionals (CIIF)
- INCEIF University
- Islamic Banking and Finance Institute (IBFIM)
- Malaysia Investment Banking Association (MIBA)
- Malaysian Financial Planning Council (MFPC)
- Malaysian Takaful Association (MTA)
- Securities Industry Development Corporation (SIDC)

2 Strategic Partners of Industrial Training and Academic Institutions

A. Business Schools

- Bangor Business School
- Bayes Business School
- Bologna Business School
- Brunei Institute of Leadership & Islamic Finance
- Cambridge Institute for Sustainability Leadership
- Cambridge Judge Business School
- ESSEC Business School
- INSEAD Business School
- Massachusetts Institute of Technology
- Oxford Said Business School
- Universiti Islam Sultan Sharif Ali
- University of Edinburgh Business School

B. Professional Bodies

- ASEAN Insurance Training and Research Institute (AITRI)
- Australian and New Zealand Institute of Insurance and Finance (ANZIIF)
- Chartered Institute for Securities & Investment (CISI)
- Chartered Insurance Institute (CII)
- Financial Planning Standards Board Indonesia (FPSB Indonesia)
- International Compliance Association (ICA)
- The Digital Insurer (TDI)

Note:
*FSF features programmes offered by Category 1 and Category 2 capacity-building providers only.

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

3 Groups of Capacity-Building Providers for Skills Development

3 Other Capacity-Building Providers

- Academy to Innovate HR (AIHR)
- ACCA
- Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI)
- Actuaries Institute
- Amanie Academy
- Amazon Web Services (AWS)
- ASEAN Human Development Organisation (AHDO)
- Asia Pacific University of Technology and Innovation (APU)
- Association for Supply Chain Management (ASCM)
- Association for Talent Development (ATD)
- Association of Banks in Singapore (ABS)
- Association of Certified Anti-Money Laundering Specialists (ACAMS)
- Association of Climate Change Officers (ACCO)
- British Council Malaysia
- Chartered Institute of Personnel and Development (CIPD)
- Chartered Institute of Procurement and Supply (CIPS)
- Chartered Secretaries Malaysia (MAICSA)
- Deloitte Academy
- Emeritus Institute of Management
- Excelerate
- EY Tax Academy
- Financial Modeling Institute (FMI)
- General Assembly
- Global Association of Risk Professionals (GARP)
- Google
- Help University
- Heriot-Watt University – Edinburgh Business School
- IBM
- IFRS Foundation
- Information Systems Audit and Control Association (ISACA)
- InsideRisk
- Institute and Faculty of Actuaries (IFoA)
- Institute of Human Resource Professionals (IHRP)
- Institute of Marketing Malaysia (IMM)
- Insurance Training Center (ITC)
- Intel
- International Information System Security Certification Consortium (ISC2)
- International Malaysian Training Centre (IMTC)
- Iverson
- KPMG Learning Academy
- Life Office Management Association (LOMA)
- Malaysian Institute of Accountants (MIA)
- Malaysian Institute of Human Resource Management (MIHRM)
- Malaysian Institute of Management (MIM)
- Malaysian Re
- Melbourne Business School
- Microsoft
- Monash University
- Moody's
- MRC Malaysia
- National Insurance Claims Society (NICS)
- NUS Business School
- O'Reilly
- Oracle
- Pentawise
- Principles of Responsible Banking (PRB)
- Project Management Institute (PMI)
- PwC's Academy
- Quandatics
- SAS
- Singapore College of Insurance
- Society for Human Resource Management (SHRM)
- Society of Actuaries (SOA)
- Sunway University – Jeffrey Sachs Center on Sustainable Development
- Sustainability Academy
- Task Force on Climate-Related Financial Disclosures (TCFD)
- The Center of Applied Data Science (CADS)
- The Chartered Governance Institute (CGI)
- The Companies Commission of Malaysia Training Academy (COMTRAC)
- The International Society of Sustainability Professionals (ISSP)
- TradeQuest
- Trainocate
- UNITAR International University
- United Nations Global Compact (UNGC)
- Universiti Putra Malaysia (UPM)
- Universiti Sains Islam Malaysia (USIM)
- Universiti Teknologi MARA
- Universiti Teknologi Petronas (UTP)
- Wealth Management Institute (WMI)

Click here to view the 'FSF Glossary' for key definitions.
Click here to view the 'How to Use' navigation guide.

Prime Skill Custer: Branding and Communications

Skill: Brand Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Marketing for Non-Marketing Managers

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Digital Marketing Fundamentals ★

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 4 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Branding and Communications

Skill: Brand Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Consultative Selling

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 18 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Innovative Brand and Digital Marketing Strategies : Insights from the Luxury Industry

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Yes

Sustainable Marketing, Media and Creative

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Branding and Communications

Skill

Brand Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Strategic Marketing Programme

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Branding and Communications

Skill

Content Strategy and Development

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Branding and Communications

Skill

Content Strategy and Development

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Digital Marketing Strategy

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Branding and Communications

Skill

Content Strategy and Development

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Branding and Communications

Skill

Public Relations Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

INSTITUTE OF MARKETING MALAYSIA

IMTC

Prime Skill Custer

Customer Experience Management

Skill

Account Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Customer Experience Management

Skill: Account Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2	Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market	Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)
Duration: Information is not available	**Duration:** Information is not available	**Duration:** Information is not available
Mode: E-Learning/Self-Study	**Mode:** E-Learning/Self-Study	**Mode:** E-Learning/Self-Study
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Account Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Executive Agency Management Programme	Master Agency Builder Programme	Professional Agency Management Programme
Contact provider for further information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 13 Days	**Duration:** 5 Days	**Duration:** 3 Days
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Screening and Onboarding

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

E-Familiarisation Programme For Marketing Representatives (EFPMR)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

ICA Certificate in KYC and CDD

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Days

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Certificate in KYC / CDD ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Essentials – KYC/CDD

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Screening and Onboarding

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Fraud Detection in eKYC and Digital Onboarding

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

ICA Advanced Certificate in Practical Customer Due Diligence (CDD)

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Know Your Customer (KYC) Compliance

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Malaysian Capital Market Insights (MCMI) Series

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours 20 Minutes

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Screening and Onboarding

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Customer Experience Management

Skill

Customer Acquisition and Retention Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

IMTC

Prime Skill Custer

Customer Experience Management

Skill

Customer Experience Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Building Integrity	Supporting vulnerable customers
Click here for more information on the programme	*Click here for more information on the programme*
Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)	**Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF)
Duration: Information is not available	**Duration:** Information is not available
Mode: E-Learning	**Mode:** E-Learning
HRDC claimable: No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available

Prime Skill Custer: Customer Experience Management

Skill: Customer Experience Design

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Breakthrough Customer Experience (CX) Strategy

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Customer Service Excellence

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Customer Service for Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Intermediate Qualification in Islamic Finance (IQIF) : Takaful ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 9 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

LIBF: Level 4 Diploma in Business and Commercial Banking & Conduct (DipBB&C®) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 370 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

LIBF: Strategic Management & Innovation in Banking (SMIB) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 300 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Malaysian Capital Market Insights (MCMI) Series

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours 20 Minutes

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Serving the Customer

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Skills when Dealing with Vulnerable Clients Workshop

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Experience Design

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Applied Customer Experience Strategy *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 4 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Leader of Leader *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Profiling

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Credit (CCR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Entrepreneurship 101: Who is Your Customer

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Profiling

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO) *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 24 Months **Mode:** Workshops/Discussions/Seminars/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Specialist Certificate in Bank Business Credit (SCBBC)** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 24 Months **Mode:** Workshops/Discussions/Seminars/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Specialist Certificate in Bank Retail Credit (SCBRC)** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 24 Months **Mode:** Workshops/Discussions/Seminars/Self-study **HRDC claimable:** Yes **STF claimable:** Yes
Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2 *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes

Prime Skill Custer: Customer Experience Management

Skill: Customer Profiling

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Customer Experience Management

Skill: Customer Relationship Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Regulatory Compliance (CRCOP)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

LIBF: Certificate In Relationship Management (CERTRM) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 200 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Relationship Management

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Customer Experience Management

Skill: Customer Relationship Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Customer Relationship Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Deliver Professional Insurance Broking Services

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ESG and Sustainability: Customer Engagement for Sales Staff, Relationship Managers and Frontliners

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

LIBF: Level 4 Diploma in Business and Commercial Banking & Conduct (DipBB&C®) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 370 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Regulatory Compliance (SCRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Sustainable Finance for Relationship Managers

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Customer Experience Management

Skill

Customer Relationship Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Tier 1 Provide Advice in General Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Customer Experience Management

Skill: Customer Relationship Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation	Intermediate	Advanced
ANZIIF Executive Certificate in General Insurance Broking ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**AQF Diploma of General Insurance** ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**AQF Diploma of Insurance Broking** ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available
Executive Agency Management Programme *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Digital and Data Integration

Skill

Application Programming Interface (API) Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Application Programming Interface (API) Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Professional Certificate in Coding: Full Stack Development with MERN

Contact provider for further information on the programme

Provider: Massachusetts Institute of Technology

Duration: 32 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Application Programming Interface (API) Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Digital Platforms: Designing Two-Sided Markets from APIs to Feature Roadmaps

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Digital and Data Integration

Skill: Artificial Intelligence (AI) Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AI Monetization Strategies

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Artificial Intelligence (AI) & Data Project Management in the Banking Sector

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 0.5 Day (Physical)/4 Hours (E-Learning)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Artificial Intelligence in Finance

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 12 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Data & AI Strategies and Applications

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Data Science and AI in Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Foundation in Artificial Intelligence (AI) for the Banking Sector

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Insurtech - Digital Transformation and Ethical Use of Artificial Intelligence

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Data Science and AI for Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 10 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Machine Learning

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 30 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Artificial Intelligence (AI) Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Soft Skills for Data & Ai-driven Transformation in Banking & Finance Sector

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 4 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Introduction to Data Science and AI in Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Artificial Intelligence (AI) Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

AI in Finance

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Artificial Intelligence (AI)

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 30 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Big Data and Artificial Intelligence for Business

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Deep Learning: Mastering Neural Networks

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Driving AI for Competitive Advantage

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

GenAI Explorer

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 10 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Generative Artificial Intelligence: From Hype to Business Impact

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading with Data-Driven Strategies and Analytics

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Artificial Intelligence (AI) Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Leveraging Artificial Intelligence (AI) in Growing the Digital Economy

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Machine Learning in Business

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Machine Learning, Modeling and Simulation Principles

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 5 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Machine Learning, Modeling and Simulation: Engineering Problem-Solving in the Age of AI

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 5 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Artificial Intelligence Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Artificial Intelligence (AI) Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Generative AI Business Sprint

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 30 Days

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

LEAD Advanced Management Program

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading a Change Through Neuro Linguistic Programming (NLP)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Making AI Work: Machine Intelligence for Business and Society

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Transforming Your Business with AI

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: Virtual Instructor Led/E-Learning

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Big Data Analytics

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Data: Big Data

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Foundation in Big Data Analytics for The Banking Sector

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Big Data Analytics

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Big Data and Artificial Intelligence for Business

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Boundaries of Excellence in Applied Portfolio Management

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Business Analytics: Decision-Making Using Data

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 11 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Big Data Analytics

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Cloud Computing

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, APIU Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, Iverson, KPMG, Microsoft, Monash University, O'Reilly, Oracle, PentaWise Knowledge . Solution, pwc, Quandatics, sas, CADS Future Proofing the World!, Trainocate, Unitar International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

Coding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Coding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Professional Certificate in Coding: Full Stack Development with MERN

Contact provider for further information on the programme

Provider: Massachusetts Institute of Technology

Duration: 32 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Coding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Digital and Data Integration

Skill: Data Cleansing and Warehousing

Capacity-Building Programmes Levels: Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws
APIU Asia Pacific University of Technology & Innovation
EMERITUS
excelerate
General Assembly
Google
HELP University university of achievers
IBM
ISACA
intel
ISC2
IVERSON
KPMG
Microsoft
Monash University
O'REILLY
ORACLE
PentaWise Knowledge . Solution
pwc
QUANDATICS
sas
CADS Future Proofing the World!
TRAINOCATE
UNITAR International University
UTP Universiti Teknologi PETRONAS

Prime Skill Custer: Digital and Data Integration

Skill: Data Collection and Analytics

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Analytical Skills for Business

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 30 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Data Analytics

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Digital Marketing Analytics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Foundations of strategic business analytics

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Introduction to Data Science and AI for Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 10 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Data Collection and Analytics

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Analyse data

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Business Analytics: Decision-Making Using Data

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 11 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Cambridge Senior Management Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 6 Months

Mode: Physical & Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leading with Data-Driven Strategies and Analytics

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

People Analytics: Transforming HR Strategy with Data Science

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Certificate in Data Science and Analytics ★

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Data Collection and Analytics

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Applied Business Analytics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Chief Human Resources Officer Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 12 Months

Mode: Physical & Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Strategic Business Analytics Specialization

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 5 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Data Engineering

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Data Science and AI in Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Data Engineering

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Professional Certificate in Data Engineering ★

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Data Engineering

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Data Governance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws
APIU Asia Pacific University of Technology & Innovation
EMERITUS
excelerate
General Assembly
Google
HELP University university of achievers
IBM
ISACA
intel
ISC2
IVERSON
KPMG
Microsoft
Monash University
O'REILLY
ORACLE
PentaWise Knowledge . Solution
pwc
QUANDATICS
sas
CADS Future Proofing the World!
TRAINOCATE
UNITAR International University
UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

Data Protection

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Data Protection Essentials

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Digital and Data Integration

Skill: Data Protection

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Information Security and Data Protection

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 30 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Data Protection

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Data Storytelling and Visualisation

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Digital and Data Integration

Skill: Data Storytelling and Visualisation

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Boundaries of Excellence in Applied Portfolio Management

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Building Interactive Dashboard With MS Excel (Intermediate)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Data Visualisation With Power BI Level 2 Intermediate

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Digital and Data Integration

Skill: Data Storytelling and Visualisation

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Certificate Digital Insurer (CDI)	Executive Digital Insurer (EDI)
Click here for more information on the programme	*Click here for more information on the programme*
Provider: The Digital Insurer (TDI)	**Provider:** The Digital Insurer (TDI)
Duration: ~ 20 Hours	**Duration:** 20 Hours
Mode: Virtual Instructor Led & E-Learning	**Mode:** Virtual Instructor Led & E-Learning
HRDC claimable: No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Digital and Data Integration

Skill

DevSecOps

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, APIU Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, Iverson, KPMG, Microsoft, Monash University, O'Reilly, Oracle, PentaWise Knowledge . Solution, pwc, Quandatics, sas, CADS Future Proofing the World!, Trainocate, Unitar International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer: Digital and Data Integration

Skill: Emerging Technology Synthesis

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

'Digital Transformation Banking is Necessary, Banks are Not' - Bill Gates'

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foundation in Insurtech

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Yes

Islamic Fintech Professional Certificate Programme

Click here for more information on the programme

Provider: Universiti Islam Sultan Sharif Ali

Duration: 7 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Emerging Technology Synthesis

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate for Islamic Fintech

Click here for more information on the programme

Provider: INCEIF University

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Digital Technologies: Future of Islamic Finance

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led/E-Learning

HRDC claimable: No

STF claimable: Yes

FinTech

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 90 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Fintech and Regulatory Compliance

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 2 Hours 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Future is FinTech

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 10 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Gamification Application in Raising Capital Market Products and Services

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Mastering Digital Business Models

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Technological Innovation and Structuring Islamic Financial Products and Services

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Digital and Data Integration

Skill: Emerging Technology Synthesis

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

The Future of Banking

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Towards Islamic Financial Hub 2.0: Second Wave/Fintech

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 4 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Understanding Digital Banking and Its Transformational Impact

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Emerging Technology Synthesis

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Certificate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: ~ 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Chief Operating Officer (COO) Program

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 12 Months

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Emerging Banking Leaders Programme

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Week

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Executive Digital Insurer (EDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Fintech Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 7 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Digital and Data Integration

Skill

Enterprise Architecture

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws
A·P·U ASIA PACIFIC UNIVERSITY OF TECHNOLOGY & INNOVATION
EMERITUS
excelerate
GENERAL ASSEMBLY
Google
HELP University university of achievers
IBM
ISACA
intel
ISC2
IVERSON
KPMG
Microsoft
MONASH University
O'REILLY
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Prime Skill Custer

Digital and Data Integration

Skill

Infrastructure Development

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, APIU Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, Iverson, KPMG, Microsoft, Monash University, O'Reilly, Oracle, PentaWise Knowledge . Solution, pwc, Quandatics, sas, CADS Future Proofing the World!, Trainocate, Unitar International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

Penetration Testing

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws
APIU Asia Pacific University of Technology & Innovation
EMERITUS
excelerate
General Assembly
Google
HELP University university of achievers
IBM
ISACA
intel
ISC2
IVERSON
KPMG
Microsoft
Monash University
O'REILLY
ORACLE
PentaWise Knowledge . Solution
pwc
QUANDATICS
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Prime Skill Custer

Digital and Data Integration

Skill

Predictive Modelling

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Predictive Modelling

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Digital and Data Integration

Skill: Predictive Modelling

Capacity-Building Programmes Levels: Foundation → Intermediate → Advanced

Certificate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: ~ 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Executive Digital Insurer (EDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Process Automation

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, APIU Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, Iverson, KPMG, Microsoft, Monash University, O'Reilly, Oracle, PentaWise Knowledge . Solution, pwc, Quandatics, sas, CADS Future Proofing the World!, Trainocate, Unitar International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

Prototyping

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws
APIU Asia Pacific University of Technology & Innovation
EMERITUS
excelerate
General Assembly
Google
HELP University university of achievers
IBM
ISACA
intel
ISC2
IVERSON
KPMG
Microsoft
Monash University
O'REILLY
ORACLE
PentaWise Knowledge . Solution
pwc
QUANDATICS
sas
CADS Future Proofing the World!
TRAINOCATE
UNITAR International University
UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

Security Architecture

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Security Architecture

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Cybersecurity Governance and Practical Issues

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Digital and Data Integration

Skill: Security Architecture

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ICTTF NIST Cyber Security Expert

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Digital and Data Integration

Skill

Security Monitoring

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Digital and Data Integration

Skill: Security Monitoring

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building a Robust Cyber Security Strategy

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Cybersecurity and Data Privacy: The Fight Against Financial Crime

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Cybersecurity for Managers: A Playbook

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Oxford Cyber Security Briefing for Banking and Finance

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 3 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Security Monitoring

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

ICTTF NIST Cyber Security Expert

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Software Development and Testing

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Introduction to Software Development

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Software Development and Testing

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Digital and Data Integration

Skill

Software Development and Testing

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Digital and Data Integration

Skill: Threat Intelligence and Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

FIDE Elective: Understanding the Cybersecurity Landscape

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

ICTTF Certified Cyber Risk Specialist ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Threat Intelligence and Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building a Robust Cyber Security Strategy

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Cybersecurity Leadership for Non-Technical Executives

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Oxford Cyber Security Briefing for Banking and Finance

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 3 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Cybersecurity ★

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Digital and Data Integration

Skill: Threat Intelligence and Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Fraud Masterclass

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ICTTF Certified Cyber Risk Officer ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 8 Weeks

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ICTTF NIST Cyber Security Expert

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Digital and Data Integration

Skill

Troubleshooting

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, APIU Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, Iverson, KPMG, Microsoft, Monash University, O'Reilly, Oracle, PentaWise Knowledge . Solution, pwc, Quandatics, sas, CADS Future Proofing the World!, Trainocate, Unitar International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Digital and Data Integration

Skill

User Interface and User Experience Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

aws, A·P·U Asia Pacific University of Technology & Innovation, Emeritus, excelerate, General Assembly, Google, HELP University university of achievers, IBM, ISACA, intel, ISC2, IVERSON, KPMG, Microsoft, Monash University, O'Reilly, ORACLE, PentaWise Knowledge . Solution, pwc, QUANDATICS, sas, CADS Future Proofing the World!, TRAINOCATE, UNITAR International University, UTP Universiti Teknologi PETRONAS

Prime Skill Custer

Financial Products and Services

Skill

Demand and Supply Analysis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Financial Products and Services

Skill

Demand and Supply Analysis

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Financial Products and Services

Skill

Demand and Supply Analysis

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Managerial Economics

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Marketing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Digital Marketing Analytics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

E-Familiarisation Programme For Marketing Representatives (EFPMR)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Foundations of marketing analytics

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Marketing for Non-Marketing Managers

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Digital Marketing Fundamentals ★

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 4 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Marketing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 2

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Digital Marketing Strategy

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Future of Marketing

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 10 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Innovative Brand and Digital Marketing Strategies : Insights from the Luxury Industry

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Yes

Intermediate Qualification in Islamic Finance (IQIF) : Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 9 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Yes

Malaysian Capital Market Insights (MCMI) Series

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours 20 Minutes

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Managing Product Platforms: Delivering Variety and Realizing Synergies

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 4 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Yes

Marketing and Sales Management for Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Marketing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Marketing Innovation

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 5 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Marketing of Islamic Banking Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Social Media Strategy: Creating Engagement, Insight and Action

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Sustainable Marketing and Communication Strategy

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 24 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Sustainable Marketing, Media and Creative

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Marketing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Diploma in Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 180 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

B2B Marketing Strategies

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Certificate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: ~ 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 - 5 years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Digital Platforms: Designing Two-Sided Markets from APIs to Feature Roadmaps

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Driving Digital Marketing Strategy

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Executive Digital Insurer (EDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Innovating in Existing Markets: Reviving Mature Products and Services

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading Digital Marketing Strategy

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Marketing

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Oxford Digital Marketing: Disruptive Strategy Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Strategic Business Analytics Specialization

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 1 Month

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Strategic Marketing Programme

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Sustainable Marketing Leadership

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 5 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Personal Finance Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Tier 2 General Insurance Compliance - General and Personal Advice

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Financial Products and Services

Skill

Personal Finance Advisory

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Financial Products and Services

Skill: Personal Finance Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Pricing Strategy

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Financial Markets and Assets Pricing

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 6 Hours

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Investor Protection Professional Certification (IPPC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Pricing Strategy

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pricing: Using Data to Improve Pricing Performance

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Financial Products and Services

Skill

Pricing Strategy

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Financial Products and Services

Skill: Product Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AQF Certificate IV in Life Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Basic Certificate Course In Insurance and Takaful Broking (BCCITB)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

e-Certificate of The Malaysian Insurance institute - Life Insurance (e-CMII - Life Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Introduction to General Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 14 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Investor Protection Professional Certification (IPPC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Islamic Deposit & Investment Account

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Treasury Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Product Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Pre-Contract Examination for Insurance Agents (PCEIA)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Tier 2 General Insurance Compliance - General Advice

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Tier 2 General Insurance Compliance - General and Personal Advice

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Financial Products and Services

Skill: Product Advisory

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Customer advice on insurance products

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Deliver Professional Insurance Broking Services

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Business Financing Products & Services

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Consumer Financing Products & Services

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Hours

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Provide Advice in Insurance Broking

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Takaful Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Product Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Tier 1 Provide Advice in General Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Understand General Insurance Products and Policies

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Understand Life Insurance Products and Policies

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Intermediate Motor Liability Claims (Third Party Property Damage & Third Party Bodily Injury)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Prime Skill Custer: Financial Products and Services

Skill: Product Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AQF Diploma of Insurance Broking

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Product Branding

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Product Branding

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Innovative Brand and Digital Marketing Strategies : Insights from the Luxury Industry

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Financial Products and Services

Skill

Product Branding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Financial Products and Services

Skill: Product Design and Development

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - Life Insurance (e-CMII - Life Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Foundation Course in Personal Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation in Life Insurance Products

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Introduction to Family Takaful in Malaysia

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Deposit & Investment Account

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Islamic Finance Architecture

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Islamic Treasury Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

MITx: Product and Service Creation in the Internet Age

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 10 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Financial Products and Services

Skill

Product Design and Development

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Product Development in Financing

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours (Physical)/12 Hours (E-Learning)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Product Simplification: Product Design

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Product Design and Development

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Entrepreneurship 102: What can you do for your customer?

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Intermediate Qualification in Islamic Finance (IQIF) : Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 9 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Islamic Business Financing Products & Services

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Islamic Consumer Financing Products & Services

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Product Development and Innovation in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (E-Learning)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Takaful Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Information is not available

Technological Innovation and Structuring Islamic Financial Products and Services

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Understand Life Insurance Products and Policies

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Financial Products and Services

Skill

Product Design and Development

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Financial Products and Services

Skill

Product Performance Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

Actuaries Institute.

EMERITUS

excelerate

Institute and Faculty of Actuaries

INSTITUTE OF MARKETING MALAYSIA

iTC

IMTC

LOMA

MALAYSIAN REINSURANCE BERHAD

mrc malaysia

Singapore College of Insurance

SOCIETY OF ACTUARIES

Prime Skill Custer

Financial Products and Services

Skill

Quality Assurance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

Actuaries Institute.

EMERITUS

excelerate

Institute and Faculty of Actuaries

INSTITUTE OF MARKETING MALAYSIA

iTC

IMTC

LOMA

MALAYSIAN REINSURANCE BERHAD

mrc malaysia

Singapore College of Insurance

SOCIETY OF ACTUARIES

Prime Skill Custer: Financial Products and Services

Skill: Sales Strategy

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certification in Anti-Money Laundering and Counter Financing of Terrorism (CAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 4 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Pro Series: Sell Like A Pro

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Product Simplification: Sales and Distribution

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professional Sales Skills Workshop

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Registered Financial Planner (RFP) Module 2 e-Learning

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Sales Strategy

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Consultative Selling

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 18 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

ESG and the Insurance Industry

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Marketing and Sales Management for Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Sales Digital Insurer (SDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: ~ 40 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Sales Strategy

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Certification in Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) ★ *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** Information is not available **Mode:** Virtual workshops and online learning **HRDC claimable:** Yes **STF claimable:** Yes	**Chartered Professional in Islamic Finance (CPIF)** *Click here for more information on the programme* **Provider:** Chartered Institute of Islamic Finance Professionals (CIIF) **Duration:** 3 – 5 Years **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading the Effective Sales Force** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Executive Agency Management Programme *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Financial Products and Services

Skill

Sales Target Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Financial Products and Services

Skill: Sales Target Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Sales Target Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AQF Certificate IV in Life Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Not specified

Mode: Not specified

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 1 ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Information is not available

Certificate in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 160 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate of the Malaysian Insurance Institute (CMII) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Information is not available

STF claimable: Information is not available

Commercial Property Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Cyber Risk and Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - Life Insurance (e-CMII - Life Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Foundation Course in Machinery Breakdown (MB) & Machinery Breakdown Loss of Profits (MBLOP) Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation Course in Miscellaneous Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Motor Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Foundation Course in Personal Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Reinsurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 14 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation in Construction All Risks (CAR) & Erection All Risks (EAR) Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foundation in Cyber Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Foundation in Life Underwriting

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Introduction to Business Interruption Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Introduction to Construction - Contract

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Introduction to Energy Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Hull and Machinery and P&I Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Life Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Professional Indemnity Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Underwriting Workshop

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Management Liability (D&O) Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Midway Milestones: Essentials for New Recruits In Insurance Industry Life and Family Takaful

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Motor Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Yes

Professional Certificate in General Insurance (Underwriting)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii))

Duration: 14 Weeks

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Financial Products and Services

Skill

Underwriting Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Professional Certificate in Life Assurance (PCILA)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 15 Weeks

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

A Practical Perspective of Marine Cargo Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

A Practical Understanding of General Insurance Underwriting and Claims Management

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

An In-Depth Understanding of Casualty/General Liability Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

An In-Depth Understanding of Machinery Breakdown (MB) & Machinery Breakdown Loss of Profits (MBLOP) Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Associate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 7 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 2 ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Basics of Takaful Underwriting

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/3 Weeks (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Diploma in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 120 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

How to Minimise Third Party Losses in Construction All Risks Policy Exposures

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Intermediate Fire Clauses – How to Apply the Right Clauses for Maximum Protection

ClicContact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Qualification in Islamic Finance (IQIF): Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 9 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Introduction to Underwriting

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Issues of Renewal Business

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Understand The Core Processes of Underwriting

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Undertake The Life Risk Underwriting Process

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Underwrite Complex Risks

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Underwrite Financial Risk in a Life Insurance Policy

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Underwrite Retrospective Risk in a Life Insurance Policy

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Financial Products and Services

Skill: Underwriting Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Diploma in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 180 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Executive Certificate in General Insurance Underwriting ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Diploma of General Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Certificate Digital Insurer (CDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: ~ 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Executive Digital Insurer (EDI)

Click here for more information on the programme

Provider: The Digital Insurer (TDI)

Duration: 20 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Growth and Partnerships

Skill

Business Opportunities Development

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Business Opportunities Development

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Business Opportunities Development

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Analyse the Insurance Market *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Chief Operating Officer (COO) Program** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 12 Months **Mode:** E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Implementing Enterprise-Wide Transformation** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 3 Days (Virtual)/2 Days (Physical) **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Platform Strategy *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 12 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professionalism & Ethics Within The Compliance Framework** *Click here for more information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Strategic Management: Creating and Sustaining Competitive Advantage** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 3 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Executive Agency Management Programme *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leader of Leader** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Growth and Partnerships

Skill

Business Opportunities Development

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Business Performance Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Business Performance Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2	Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market	Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)
Duration: Information is not available	**Duration:** Information is not available	**Duration:** Information is not available
Mode: E-Learning/Self-Study	**Mode:** E-Learning/Self-Study	**Mode:** E-Learning/Self-Study
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Business Performance Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Building a World Class Advisory Practice Training Programme *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 4 Weeks **Mode:** Physical & Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Review a Liability Portfolio** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Leader of Leader *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Growth and Partnerships

Skill

Business Planning and Needs Analysis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Business Planning and Needs Analysis

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Business Planning and Needs Analysis

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Building a World Class Advisory Practice Training Programme

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 4 Weeks

Mode: Physical & Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Platform Strategy

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Strategic Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Growth and Partnerships

Skill

Continuous Improvement and Process Re-Engineering

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Continuous Improvement and Process Re-Engineering

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Business Process Design for Strategic Management

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Growth and Partnerships

Skill: Continuous Improvement and Process Re-Engineering

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Building Organisational Resilience: A System Approach to Mitigating Risk and Uncertainty

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Disruption Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Business Resilience

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Growth and Partnerships

Skill: Disruption Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Digital Innovation & Transformation *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 2 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Digital Innovation/Transformation and Data Management** *Click here for more information on the programme* **Provider:** ASEAN Insurance Training and Research Institute (AITRI) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Disaster Recovery** *Click here for more information on the programme* **Provider:** Chartered Institute for Securities & Investment (CISI) **Duration:** 1 Hour 30 Minutes **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Fintech Innovation: Disrupting the Financial Landscape *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 6 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leading Change in an Age of Digital Transformation** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 4 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**LIBF: Strategic Management & Innovation in Banking (SMIB)** ★ *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 300 Hours **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Managing Innovation Strategically *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 2 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Managing the Human Side of Digital Disruption** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 6 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Navigating Transitions During Disruptive Change** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Growth and Partnerships

Skill

Disruption Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Sustainability Practitioner Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Growth and Partnerships

Skill: Disruption Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Business Foresight Forum 2024 *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 7 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Information is not available	**Chief Human Resources Officer Programme** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 12 Months **Mode:** Physical & Virtual Instructor Led & E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Digital Disruption: Digital Transformation Strategies** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** Yes **STF claimable:** Yes
LEAD Advanced Management Program *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading Organisations in Disruptive Times** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Oxford Leading Through Uncertainty and Disruption Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Oxford Strategic Management Executive Programme *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 6 Months **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Strategic Thinking for the CXO** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Strategy and Leadership: Challenge and redefine the way you do business** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Disruption Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Strategy in the Age of Digital Disruption

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

The Prince of Wales's Business & Sustainability Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Global Perspectives

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Lloyd's Demystified: Understanding the World's Leading Insurance Market

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 120 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Growth and Partnerships

Skill: Global Perspectives

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Aspects of Global Banking

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Specialist Certificate in Bank Audit (SCBKA)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Contemporary Takaful Business

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Digital Currencies

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Global Financial Compliance ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 100 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module I: The Regulatory Framework and Structure of the Malaysian Financial Markets

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Global Perspectives

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Becoming a Global Business Leader

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Navigating Political Dynamics in International Business

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Platform Strategy

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Strategic Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Market Profiling

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Market Profiling

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Market Profiling

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Platform Strategy

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Partnership Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Develop and maintain professional relationships

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Growth and Partnerships

Skill: Partnership Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building Digital Partnerships and Ecosystems

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Developing your Core Consulting Skills

Click here for more information on the programme

Provider: Bayes Business School

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Partnership Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Growth and Partnerships

Skill: Project Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Artificial Intelligence (AI) & Data Project Management in the Banking Sector

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 0.5 day (Physical)/4 Hours (E-Learning)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Project Management

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 30 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Project Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certification In Agile Project and Delivery Management ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Managing Projects to Achieve Results

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Technical Project Management ★

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 21 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Project Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

A Technical Comparison Between the C.A.R and Professional Indemnity (P. I.) Insurance Coverage For Project Risk

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Managing Complex Technical Projects

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Oxford Leading Strategic Projects Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Advanced Project Management

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 21 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Project Management: Leading Organisations to Success

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Steering Complex Projects

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Research and Information Synthesis

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AQF Certificate IV in Life Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Research Methods

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Growth and Partnerships

Skill

Research and Information Synthesis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Deliver Professional Insurance Broking Services

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Growth and Partnerships

Skill

Research and Information Synthesis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Growth and Partnerships

Skill

Scenario Planning and Analysis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Scenario Planning and Analysis

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Integrating Risk into Strategic Decision-Making

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Series 3: Climate Scenario Analysis

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer

Growth and Partnerships

Skill

Scenario Planning and Analysis

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Growth and Partnerships

Skill: Shariah Research

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Ethics in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fundamentals of Shariah

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

AAOIFI Certified Shari'ah Advisor and Auditor (CSAA)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Application of Shariah in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Associate Qualification in Islamic Finance (AQIF)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 8 Days

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Advisor (CSA)

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Fundamentals of Islamic Banking and Finance

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 81 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Fundamentals of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 2 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Introduction to Shariah Governance

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification

Programmes offered by Industrial Training and Academic Institutions

Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Shariah Research

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Islamic Deposit & Investment Account

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Treasury Products ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Aspects & Governance in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Philosophy & Fundamentals of Shariah for Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Shariah Research

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Application of Jami' Fiqh for Islamic Finance Research

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Certified Qualification in Islamic Finance (CQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Practitioner (CSP) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 3 Years

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Intermediate Qualification in Islamic Finance (IQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 17 Days

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Islamic Banking: Limitations and Issues of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Finance Qualification ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 130 Hours

Mode: E-Learning & Self-Study

HRDC claimable: No

STF claimable: Information is not available

Islamic Jurisprudence (Usul Fiqh) and Its Application in Islamic Finance

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Marketing of Islamic Banking Products

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Growth and Partnerships

Skill: Shariah Research

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Professional Certificate in Islamic Finance (eMIF)

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Recent Islamic Banking Court Cases in Malaysia

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 0.3 day (Physical)/2 Hours (E-Learning)

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Shariah Governance Policy Document (SGPD)

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 0.5 Day (Physical)/4 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Growth and Partnerships

Skill: Shariah Research

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Chartered Fast-Track Masterclass (CFM)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Islamic Banking: Operationalisation of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professionalism & Ethics Within The Compliance Framework

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Accounts Payable Management

Capacity-Building Programmes Levels: Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

ACCA Think Ahead

Actuaries Institute.

Deloitte.

EMERITUS Learn. From the world's best.

EY

FMI FINANCIAL MODELING INSTITUTE

HELP University university of achievers

Institute and Faculty of Actuaries

mia MALAYSIAN INSTITUTE OF ACCOUNTANTS

mrc malaysia

nics national insurance claims society

pwc

Singapore College of Insurance

TradeQuest MANAGEMENT SDN BHD (1163798V) www.tradequest.com.my

UNITAR

WMI WEALTH MANAGEMENT INSTITUTE

Prime Skill Custer

Investment and Financial Management

Skill

Accounts Receivable Management

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

ACCA Think Ahead

Actuaries Institute.

Deloitte.

EMERITUS Learn. From the world's best.

EY

FMI FINANCIAL MODELING INSTITUTE

HELP University university of achievers

Institute and Faculty of Actuaries

mia MALAYSIAN INSTITUTE OF ACCOUNTANTS

mrc malaysia

nics national insurance claims society

pwc

Singapore College of Insurance

TradeQuest MANAGEMENT SDN BHD (1163798V) www.tradequest.com.my

UNITAR

WMI WEALTH MANAGEMENT INSTITUTE

Prime Skill Custer

Investment and Financial Management

Skill

Behavioural Finance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Behavioural Finance

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 2 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

The Psychology of Finance and Investment Decisions

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Investment and Financial Management

Skill

Behavioural Finance

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

The Psychology of Finance and Investment Decisions

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Investment and Financial Management

Skill

Behavioural Finance

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Block Trading

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Block Trading

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Bonds and Debt Securities – Mechanics of Primary Issuance and Secondary Trading

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Investment and Financial Management

Skill

Block Trading

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Budget Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Budget Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Finance & Accounting for Non-Financial Managers

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Budget Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

MITx: Foundations of Modern Finance I

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 12 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Capital Expenditure and Investment Evaluation

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

E-Familiarisation Programme For Marketing Representatives (EFPMR)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

International Introduction to Securities and Investment ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 80 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Introduction to Investment Banking

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Capital Expenditure and Investment Evaluation

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Boundaries of Excellence in Applied Portfolio Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Investment Operations Certificate (IOC) ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 100 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

IPO Building Blocks Series: Workshop on Considering Non-Compliances

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

IPO Building Blocks Series: Workshop on IPO and the 5 Focus Areas

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

IPO Building Blocks Series: Workshop on Prospectus & Meaningful Disclosures

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Malaysian Capital Market Insights (MCMI) Series

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours 20 Minutes

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

SCLE Revision Programme Module 12 - Investment Management and Corporate Finance

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Technology in Investment Management ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 80 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Capital Expenditure and Investment Evaluation

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Advanced Certificate in Global Securities Operations ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 100 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Diploma in Investment Operations ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 426 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Capital Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certified Capital Market Professional: Compliance 1 (CCMP-C1)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

E-Familiarisation Programme For Marketing Representatives (EFPMR) ★

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Capital Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certified Capital Market Professional: Dealing in Derivatives for Dealer's Representative Programme *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3 Months **Mode:** E-Learning **HRDC claimable:** Yes **STF claimable:** Information is not available	**e Certified Capital Market Professional: Compliance 2 (CCMP-C2)** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3 Months **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** Information is not available **STF claimable:** Information is not available	**IPO Building Blocks Series: Workshop on Considering Non-Compliances** *Click here for more information on the programme* **Provider:** Malaysian Investment Banking Association (MIBA) **Duration:** 4 Days **Mode:** Physical Instructor Led **HRDC claimable:** InforInformation is not available **STF claimable:** Information is not available
IPO Building Blocks Series: Workshop on IPO and the 5 Focus Areas *Click here for more information on the programme* **Provider:** Malaysian Investment Banking Association (MIBA) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available	**IPO Building Blocks Series: Workshop on Prospectus & Meaningful Disclosures** *Click here for more information on the programme* **Provider:** Malaysian Investment Banking Association (MIBA) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available	**Malaysian Capital Market Insights (MCMI) Series** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 4 Hours 20 Minutes **Mode:** E-Learning **HRDC claimable:** Information is not available **STF claimable:** Information is not available
Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2 *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**e Certified Capital Market Professional: Compliance Advocate** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3 Months **Mode:** Physical and Virtual Instructor Led & E-Learning **HRDC claimable:** Information is not available **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Capital Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Investment and Financial Management

Skill

Capital Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Capital Raising

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Investment and Financial Management

Skill: Capital Raising

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Multi-Sovereign Venture Capital Fund: A Model for ASEAN?

Contact provider for further information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Capital Raising

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

MITx: Foundations of Modern Finance I	MITx: Foundations of Modern Finance II	Oxford Executive Finance Programme
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Massachusetts Institute of Technology	**Provider:** Massachusetts Institute of Technology	**Provider:** Oxford Said Business School
Duration: 12 Weeks	**Duration:** 12 Weeks	**Duration:** 6 Weeks
Mode: E-Learning	**Mode:** E-Learning	**Mode:** Virtual Instructor Led
HRDC claimable: No	**HRDC claimable:** No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available	**STF claimable:** Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Cash Flow Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Cash Flow Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Business Strategy and Financial Performance

Click here for more information on the programme

Provider: INSEAD

Duration: 7 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Cash Flow Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Investment and Financial Management

Skill: Client Investment Suitability

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

E-Familiarisation Programme For Marketing Representatives (EFPMR)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Client Investment Suitability

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

International Certificate in Wealth & Investment Management ★ *Click here for more information on the programme* **Provider:** Chartered Institute for Securities & Investment (CISI) **Duration:** 154 Hours **Mode:** E-Learning/Self-Study **HRDC claimable:** No **STF claimable:** Information is not available	**International Certificate in Wealth & Investment Management** ★ *Click here for more information on the programme* **Provider:** Chartered Institute for Securities & Investment (CISI) **Duration:** 154 Hours **Mode:** E-Learning/Self-Study **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Client Investment Suitability

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Pension Transfers & Planning Advice (PTPA) ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 200 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Private Client Investment Advice & Management ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 200 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Credit Assessment

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Certificate in Credit (CCR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Credit Assessment

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Business Credit (SCBBC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Retail Credit (SCBRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Demystifying Debt Securities Credit Ratings

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foreign Exchange Policy: Application of Rules on Borrowing and Lending

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Professional Credit Certification ★

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days (Physical)/21 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Credit Assessment

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Commercial Lending (COL)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Financial Analysis and Modelling

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

eFamiliarisation Programme for Trading Representatives (eFPTR I)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5.5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Derivatives in E-Learning Series (DEL)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Webinar Mandatory CPD Programme: Fundamental of Financial Planning – Financial Statement Analysis

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Day

Mode: Webinar

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Financial Analysis and Modelling

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Boundaries of Excellence in Applied Portfolio Management

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Derivatives in E-Learning Advanced Series (DELA)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

E-Familiarisation Programme For Trading Representatives (EFPTR II)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 8 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Financial Analysis for Non-Financial Managers

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Financial Statement Analysis and Related Credit Issues

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Integrating ESG in Fundamental and Financial Analysis

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

SCLE Revision Programme Module 7 - Financial Statement and Asset Valuation

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Financial Analysis and Modelling

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Quantitative Analysis on Financial Aspects for Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Financial Planning

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Attaining Personal Financial Planning

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Financial Planning Practitioners' Programme (FPPP)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Fundamentals of Investment Planning

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Introduction to Personal Financial Planning

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Master in Financial Planning

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Year

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Preparatory Class for PITA Registered Financial Planner Module 2 / Shariah Module 2

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days (per module)

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Registered Financial Planner (RFP) Module 1 e-Learning

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 8 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Registered Financial Planner (RFP) Module 2 e-Learning

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Shariah and Major Components of Islamic Financial Planning

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Financial Planning

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certificate in Paraplanning ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 140 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Certificate in Paraplanning ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 270 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate of Proficiency in Financial Planning ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 6 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Certification in Retirement Planning 2023 - 2025 ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Diploma in Financial Planning ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 100 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

MFPC Professional Progression Programme – Extension (MPPP-Extension) ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Week

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

MFPC Professional Progression Programme (MPPP) ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 6 Days

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

PITA Registered Financial Planner Module 2/Shariah Module (TTT) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days (per module)

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Registered Financial Planner (RFP)/Shariah Registered Financial Planner (SRFP) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 14 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Financial Planning

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Registered Financial Planner (RFP) Capstone Programme ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 8 Days

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Rules of Succession in Wealth Management

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

SCLE Revision Programme Module 10 - Asset & Funds Management

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Shariah MFPC Professional Progression Programme (SMPPP) ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 10 Days

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Shariah RFP Capstone Programme ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 8 Days

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Shariah, Islamic Financial Plan Construction and Professional Responsibilities

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 12 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Strategic Safeguards: Navigating Business Resilience and the Future for the Fund Management Industry

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Registered Financial Planner Module 2/Shariah Module 2 Train The Trainer ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Financial Planning

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Diploma in Financial Planning ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 150 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certified Financial Planner tm ★

Click here for more information on the programme

Provider: Financial Planning Association of Malaysia (FPAM)

Duration: 240 Hours

Mode: Physical Class/Online

HRDC claimable: Yes

STF claimable: No

Certified Financial Planner Certification ★

Contact provider for further information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Chartered Wealth Manager Qualification ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 600 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Islamic Financial Planner (IFP)

Click here for more information on the programme

Provider: Financial Planning Association of Malaysia (FPAM) and Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 28 Days

Mode: Physical Instructor Led and Virtual Instructor Led

HRDC claimable: Yes

STF-i claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Financial Reporting

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Accounting 101

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

MITx: Financial Accounting

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 12 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Financial Reporting

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Finance & Accounting for Non-Financial Managers

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Financial Reporting

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Financial Transactions

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Understanding Foreign Exchange Policy and Its Application in Banking Transactions

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Financial Transactions

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Islamic Financing Facilities Monitoring & Management ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Transactions and RPT Rules

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Financial Transactions

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Fund Accounting

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Investment and Financial Management

Skill: Fund Accounting

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

SCLE Revision Programme Module 9 - Funds Management Regulation

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

SCLE Revision Programme Module 10 - Asset & Funds Management

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Fund Accounting

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

CMDP: Module 2B - Business Challenges and Regulatory Expectations - What Directors Need to Know (Fund Management)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ANZIIF Foundation Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Certificate IV in Life Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 1 ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Basic Certificate Course in Insurance Loss Adjusting (BCCILA) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 1 Week

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certificate in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 160 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate of the Malaysian Insurance Institute (CMII) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Claims investigation standards and the General Insurance Code of Practice

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Evaluating Early Death Claims in Life Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Evaluation of Emergency Hospitalization in Heath Insurance w.r.t Fraud Abuse Wastage

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Marine Cargo Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Miscellaneous Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Miscellaneous Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Personal Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Yes

Foundation in Construction All Risks (CAR) & Erection All Risks (EAR) Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Hands On Workshop Takaful Insurance Series (HOW TIS): Claims Management

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Claims Handling

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Energy Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Introduction to High Net Worth Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Midway Milestones: Essentials for New Recruits In Insurance Industry Life and Family Takaful

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Certificate in Life Assurance (PCILA) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 15 Weeks

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Understand and Apply Insurance Terminology

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

A Practical Understanding of General Insurance Underwriting and Claims Management

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Advanced Claims

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Analyse Insurance Claims

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Professional Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Cash Settling Standards for Claims Handling

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Claims Processes for General Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Claims Technician Course

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 60 Hours

Mode: Information is not available

HRDC claimable: No

STF claimable: Yes

Diploma in Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 120 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Hands On Workshop Takaful Insurance Series (HOW TIS): Handling Fraud for Insurers and Takaful Operators

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Insights into Fire Insurance Claims

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Fire Clauses – How to Apply the Right Clauses for Maximum Protection

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Motor Insurance - Bodily Injury/Fatal Claims

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Yes

Intermediate Motor Insurance - Claims Handling and Loss Assessment

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Motor Insurance Claims

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Manage Life Insurance Claims Portfolio

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Medical & Health Insurance – Medical Aspects of Hospital & Surgical Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Medical & Health Insurance: Non-Medical Aspects of Claims

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Medical Claims & Cost Containment

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Claims Processes for Family Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Understand and apply insurance terminology - Life insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Understand Reinsurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Intermediate Motor Liability Claims (Third Party Property Damage & Third Party Bodily Injury)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Diploma in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 180 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Executive Certificate in General Insurance Broking ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Executive Certificate in General Insurance Claims ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Executive Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Appreciating the Machinery Breakdown Policy: Coverage Claim, & Risk Management Aspects (with site visit)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

AQF Diploma of General Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Diploma of Loss Adjusting

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: InfInformation is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Best Practices in Arranging the C.E.C.R Policy Cover for Your Completed Infrastructure Risks

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Building Loss Adjustment

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Business Interruption Loss Adjustment *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Construction Loss Adjustment** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Evaluate Collected Information and Report Findings** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Evaluate Life Insurance Claims *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Inspect Damage and Develop Scope Of Work** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Manage Information For Life Insurance Claims** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Managing Broking Client Claims *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Negotiate And Affect Settlement Relating To Loss Situation, Damage or Injury** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Plan And Implement Loss Investigation** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Insurance Claims Processing

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Settle Life Insurance Claims

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Theft, Money and Fidelity Loss Adjustment

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Internal Control

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

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mrc malaysia

nics national insurance claims society

pwc

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WMI WEALTH MANAGEMENT INSTITUTE

Prime Skill Custer: Investment and Financial Management

Skill: Islamic Wealth Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Ethics in Islamic Finance ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

An Introduction to Waqf

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Application of Shariah in Islamic Finance ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Components of Shariah and the Objectives of Wealth

Click here for more information on the programme

Provider: INCEIF University

Duration: **4** Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Fundamentals of Islamic Banking

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Finance Architecture ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Finance: Using Cash Waqf as a Socio-Financial Tool

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Philosophy & Fundamentals of Shariah for Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Sukuk Simplified: Mastering the Fundamentals

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: **4** Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Islamic Wealth Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Zakat Fundamentals: Exploring Objectives and Wealth Classification

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Islamic Wealth Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certification in Retirement Planning 2023 - 2025 ★

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Certified Qualification in Islamic Finance - Wealth Management ★

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/14 Hours (Online)

Mode: Physical/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Qualification in Islamic Finance (CQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Islamic Business Financing Products & Services ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Consumer Financing Products & Services ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Finance Qualification ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 130 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Rules of Succession in Wealth Management

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Shariah-Compliant Stock

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Weeks

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Islamic Wealth Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Structuring Sale Based Sukuk	Sukuk	Sukuk in Practice: Structures and Contracts
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)	**Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM)	**Provider:** INCEIF University
Duration: 1 Day	**Duration:** 3 Weeks	**Duration:** 5 Weeks
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** E-Learning
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Yes	**STF claimable:** Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Investment and Financial Management

Skill: Islamic Wealth Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Chartered Fast-Track Masterclass (CFM)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 - 5 years

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Liquidity Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Introduction to Short-Term Islamic Liquidity Management Instruments (STILMI)

Click here for more information on the programme

Provider: INCEIF University

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Liquidity Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Liquidity Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Mergers and Acquisitions

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Mergers and Acquisitions

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

M&A Success Strategies

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Take-Overs & Mergers: The Legal Considerations

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 10 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer

Investment and Financial Management

Skill

Mergers and Acquisitions

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Tax Advisory

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

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Prime Skill Custer

Investment and Financial Management

Skill

Tax Compliance

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

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WMI WEALTH MANAGEMENT INSTITUTE

Prime Skill Custer

Investment and Financial Management

Skill

Trade Finance Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Investment and Financial Management

Skill: Trade Finance Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Fraud and Risks Management in International Trade

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Qualification in Islamic Finance (IQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 17 Days

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Islamic Trade Financing ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Investment and Financial Management

Skill

Trade Finance Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Valuation

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Investment and Financial Management

Skill

Valuation

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Finance & Accounting for Non-Financial Managers

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Investment and Financial Management

Skill: Valuation

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Finance for Executives

Click here for more information on the programme

Provider: INSEAD

Duration: 8 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Advanced International Corporate Finance

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

MITx: Foundations of Modern Finance I

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 12 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Executive Finance Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Oxford Programme on Valuation of Private Assets

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

People Management and Development

Skill

Compensation and Benefits

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Compensation and Benefits

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: People Management and Development

Skill: Compensation and Benefits

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

BILIF-SHRM HR Leaders' Executive Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Nominating and Remuneration Committees: Beyond Box-Ticking and Enhancing Effectiveness

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer

People Management and Development

Skill

Employee Experience Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Employee Experience Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: People Management and Development

Skill: Employee Experience Design

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Diversity, Equity & Inclusion: DEI Strategies for Business Impact	Master Agency Builder Programme	Professional Agency Management Programme
Click here for more information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: Cambridge Judge Business School	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 6 Weeks	**Duration:** 5 Days	**Duration:** 3 Days
Mode: Virtual Instructor Led & E-Learning	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: No	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Information is not available	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

People Management and Development

Skill

Employee Engagement Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Employee Engagement Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

The Future of Work Redesigned in Hybrid

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Prime Skill Custer: People Management and Development

Skill: Employee Engagement Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation	Intermediate	Advanced
Diversity, Equity & Inclusion: DEI Strategies for Business Impact *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

People Management and Development

Skill

Employer Branding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

AIHR ACADEMY

AHDO ASEAN Human Development Organisation

atd Association for Talent Development

CIPD

hrp INSTITUTE FOR HUMAN RESOURCE PROFESSIONALS

MIHRM

SHRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Prime Skill Custer

People Management and Development

Skill

Industrial Relations

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

AIHR ACADEMY

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SHRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Prime Skill Custer

People Management and Development

Skill

Learning Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Learning Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Return Of Investment (ROI) in Human Capital Investment

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: People Management and Development

Skill: Learning Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

BILIF-SHRM HR Leaders' Executive Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Digital Learning Strategy

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

People Management and Development

Skill

Onboarding and Offboarding

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

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SHRM SOCIETY FOR HUMAN RESOURCE MANAGEMENT

Prime Skill Custer: People Management and Development

Skill: Organisational Culture Development

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Diversity and inclusion in the workplace	Diversity, Equity and Inclusion
Click here for more information on the programme	*Click here for more information on the programme*
Provider: ESSEC Business School	**Provider:** Chartered Institute for Securities & Investment (CISI)
Duration: 10 Hours	**Duration:** 1 Hour 30 Minutes
Mode: E-Learning	**Mode:** E-Learning
HRDC claimable: No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available

Prime Skill Custer: People Management and Development

Skill: Organisational Culture Development

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Leading Organisation and Change

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Managing Culture to Prevent Misconduct

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Managing Wellbeing At The Workplace

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: No

Rethinking HR for the Digital World – A Case-Based Approach

Contact provider for further information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Transformational Leadership & Cultural Change

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: People Management and Development

Skill: Organisational Culture Development

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

BILIF-SHRM HR Leaders' Executive Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: No

Building Game-Changing Organisations: Aligning Purpose, Performance and People

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: No

Chief Human Resources Officer Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 12 Months

Mode: Physical & Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Chief Operating Officer (COO) Program

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 12 Months

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Diversity, Equity & Inclusion: DEI Strategies for Business Impact

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Key Cultural Drivers of Organisational Misconduct

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leading with Diversity

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

People and Organisational Effectiveness

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

People Management and Development

Skill

Organisational Culture Development

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

People Management and Development

Skill

Organisational Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Organisational Design

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Organisational Design for Digital Transformation

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

People Management and Development

Skill

Organisational Design

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Succession Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Succession Planning

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: People Management and Development

Skill: Succession Planning

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Managing Freedom Within The Framework	Master Agency Builder Programme	Professional Agency Management Programme
Click here for more information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 2 Days	**Duration:** 5 Days	**Duration:** 3 Days
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

Prime Skill Custer

People Management and Development

Skill

Talent Acquisition and Recruitment

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Talent Acquisition and Recruitment

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

The Future Managing of The Workplace and People

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: People Management and Development

Skill: Talent Acquisition and Recruitment

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

People and Organisational Effectiveness

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

People Management and Development

Skill

Employee Performance Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: People Management and Development

Skill: Employee Performance Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Managing and Leading Teams to Achieve Success

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Managing Performance

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Rethinking HR for the Digital World – A Case-Based Approach

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Supervisory Skills for Supervisors and Managers

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: People Management and Development

Skill: Employee Performance Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Leading, Managing and Motivating High Performance Teams

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Managing Freedom Within The Framework

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

People and Organisational Effectiveness

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Transformational Leadership

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

People Management and Development

Skill

Workforce Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

People Management and Development

Skill

Workforce Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Leading People At Work: Strategies for Talent Analytics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Rethinking HR for the Digital World – A Case-Based Approach

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

People Management and Development

Skill

Workforce Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

BILIF-SHRM HR Leaders' Executive Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Procurement Management

Skill

Category Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Strategic Supply Chain Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer: Procurement Management

Skill: Category Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Logistics & Supply Chain Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

MITx: Supply Chain Fundamentals

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Procurement Management

Skill: Category Management

Capacity-Building Programmes Levels: Foundation → Intermediate → Advanced

Strategic Supply Chain Management	Logistics & Supply Chain Management	MITx: Supply Chain Dynamics
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** Asia School of Business (ASB)	**Provider:** Massachusetts Institute of Technology
Duration: 1 Day	**Duration:** 1 Day	**Duration:** 13 Weeks
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Virtual Instructor Led & E-Learning
HRDC claimable: Information is not available	**HRDC claimable:** Information is not available	**HRDC claimable:** Information is not available
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Procurement Management

Skill

Contract and Vendor Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

i-Contract Series

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Half Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Procurement Management

Skill: Contract and Vendor Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Digital Contracts: A Practical Approach

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Diploma in Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 120 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Intermediate Treaty Reinsurance Contract Wordings

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

LIFE: Syariah and Muamalah

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Procurement Management

Skill

Contract and Vendor Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Your Intermediate Journey in Understanding Contract Wording Workshop

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Procurement Management

Skill

Digital Procurement

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Procurement Management

Skill

Digital Procurement

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Procurement Management

Skill: Digital Procurement

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Logistics & Supply Chain Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

MITx: Supply Chain Design

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

MITx: Supply Chain Dynamics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Digital Supply Chain: Reinventing Supply Chains for the Future

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Procurement Management

Skill

Strategic Sourcing

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Procurement Management

Skill: Strategic Sourcing

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

MITx: Supply Chain Fundamentals

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Procurement Management

Skill: Strategic Sourcing

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

MITx: Supply Chain Design

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

MITx: Supply Chain Dynamics

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 13 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer

Procurement Management

Skill

Sustainable Procurement

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Procurement Management

Skill

Sustainable Procurement

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Procurement Management

Skill

Sustainable Procurement

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Guiding Organizations in Dynamic Supply Chains

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Anti-Money Laundering

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Anti-Money Laundering Essentials

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certification in Anti-Money Laundering and Counter Financing of Terrorism (CAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 4 Months

Mode: Virtual Workshops & Online Learning

HRDC claimable: No

STF claimable: Yes

E-Familiarisation Programme For Marketing Representatives (EFPMR)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

eFamiliarisation Programme for Trading Representatives (eFPTR I)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5.5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Human Aspects of Financial Crime

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

ICA Certificate in Anti Money Laundering

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Essentials – Anti-Money Laundering

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Institutional Perspectives of Global Financial Crime

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Anti-Money Laundering

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Introduction to Anti-Money Laundering & Counter Financing of Terrorism (AML/CFT) *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Introduction to Financial Crime & Compliance** *Click here for more information on the programme* **Provider:** Bangor Business School **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Introduction to Protecting Client Money** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Investor Protection Professional Certification (IPPC) ★ *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Managing SARS Investigations – Best Practice Guide** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**SARS Investigations – Practice like a Professional** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Anti-Money Laundering

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

AML/CFT - Suspicious Transaction Report (STR) Technical Workshop

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Anti-Money Laundering (AML Series) – Part 2 Case Studies

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Anti-Money Laundering Series - Part 1

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Specialist Certificate in Bank Audit (SCBKA)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (AML/ CFT) ★

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ICA Specialist Certificate in Combating the Financing of Terrorism

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Specialist Certificate in Money Laundering Risk in Correspondent Banking

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Specialist Certificate in Trade Based Money Laundering

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Anti-Money Laundering

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Malaysian Capital Market Insights (MCMI) Series

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours 20 Minutes

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Masterclass in Anti-Money Laundering and Counter Financing of Terrorism

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module I: The Regulatory Framework and Structure of the Malaysian Financial Markets

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Raising Defences: Section 17A, MACC Act

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Trade Based Money Laundering

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Anti-Money Laundering

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Certification in Anti-Money Laundering/Counter Financing in Terrorism (ACAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Anti-Money Laundering/Counter Financing of Terrorism-Banking Sector

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Board and Senior Management's Leadership Role in Enhancing AML/ CFT Compliance Culture

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Hours

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

ICA Certified Money Laundering Reporting Officer

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Artificial Intelligence, Ethics and System Governance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Artificial Intelligence, Ethics and System Governance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Generative Artificial Intelligence: From Hype to Business Impact

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading the AI-Driven Organisation

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Mastering Digital Business Models

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Oxford Artificial Intelligence Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Artificial Intelligence, Ethics and System Governance

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Audit Quality Assurance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Fundamentals of Governance and Auditing

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Audit Quality Assurance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Audit Application in Islamic Banking

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Audit (SCBKA)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Audit Quality Assurance

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Business Continuity Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Business Continuity Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Business Continuity Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Business Continuity Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Business Continuity Planning

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Business Continuity Planning

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Regulatory Compliance (CRC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 3 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Regulatory Compliance (CRCOP)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate of the Malaysian Insurance Institute (CMII) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Certification in Anti-Money Laundering and Counter Financing of Terrorism (CAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 4 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Introduction to Shariah Governance

Click here for more information on the programme

Provider: INCEIF University

Duration: 3 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Audit (SCBKA)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Corporate Governance ★

Click here for more information on the programme

Provider: INSEAD

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Corporate Governance and Risk Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Corporate Liability (Section 17A, MACC Act): Requirement for the Adequate Procedures to Build T.R.U.S.T Principles and Practical Applications

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Dawn Raid - Don't Be Caught Unprepared

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ESG and the Insurance Industry

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Governance for a Sustainable Future

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Governance in Groups

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

How to Manage Compliance and Ethics in a Changing World?

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ICA Specialist Certificate in Corporate Governance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Bank Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Professionalism and Ethics (PET)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Regulatory Compliance (SCRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

What Amounts To A Conflict Of Interest By Directors?

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Certificate in Corporate Governance ★

Click here for more information on the programme

Provider: INSEAD

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Advanced Certification in Anti-Money Laundering/Counter Financing in Terrorism (ACAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Advanced Certification in Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) ★

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: Information is not available

Mode: Virtual workshops and online learning

HRDC claimable: Yes

STF claimable: Yes

Advanced Certification in Regulatory Compliance (ACRC) ★

Contact provider for further information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: Virtual Workshops & Online Learning

HRDC claimable: Yes

STF claimable: Yes

Aspiring Directors Programme

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Board Director Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Board's Role in Value Creation

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Certified Qualification in Islamic Finance (CQIF) : Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

CMDP: Module 1 - Directors as Gatekeepers of Market Participants

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation	Intermediate	Advanced
CMDP: Module 2A - Business Challenges and Regulatory Expectations - What Directors Need to Know (Equities and Future Broking) *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3.5 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available	**CMDP: Module 3 - Risk Oversight and Compliance - Action Plan for Board of Directors** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3.5 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available	**CMDP: Module 4 - Emerging and Current Regulatory Issues in The Capital Market** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 3.5 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available
Corporate Governance Regulatory Updates For The Capital Markets *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Corporate Strategy for Board Members** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Diploma in Corporate Governance** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
ESG and Islamic Finance: Implications for Boards and Corporate Governance *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**ICA Professional Postgraduate Diploma in Governance, Risk and Financial Crime Compliance** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 1 Year **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**International Directors Programme** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 10 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Governance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Keeping Boards Out of Trouble

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Leading from the Chair

Click here for more information on the programme

Provider: INSEAD

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Nominating and Remuneration Committees: Beyond Box-Ticking and Enhancing Effectiveness

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Online ESG and Sustainable Financial Strategy Course

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 7 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Remaking Corporate Governance for an ESG world

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Takaful Company Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Credit Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Credit (CCR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Credit Risk Management

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Fundamentals in Credit Operation

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Credit Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Business Credit (SCBBC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Retail Credit (SCBRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Credit Assessment & Analytical Techniques

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

LIBF: Financial Risk Management in Banks (FRMB) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 120 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Risk in Financial Services ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 183 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Credit Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Credit Risk Management-Banking Sector	Regional Program on Governance and Risk Management	Risk Management in Islamic Banking Operations
Contact provider for further information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** ASEAN Insurance Training and Research Institute (AITRI)	**Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM)
Duration: 2 Days	**Duration:** 5 Days	**Duration:** 2 Days
Mode: Physical Instructor Led	**Mode:** Virtual Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: Information is not available	**HRDC claimable:** No	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Information is not available	**STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Crisis and Disaster Recovery Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Crisis and Disaster Recovery Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2	Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market	Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)
Duration: Information is not available	**Duration:** Information is not available	**Duration:** Information is not available
Mode: E-Learning/Self-Study	**Mode:** E-Learning/Self-Study	**Mode:** E-Learning/Self-Study
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Crisis and Disaster Recovery Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Advanced Certification in Anti-Money Laundering / Counter Financing of Terrorism (AML/CFT) ★

Click here for more information on the programme

Provider: Asian Banking School (ABS)

Duration: Information is not available

Mode: Virtual workshops and online learning

HRDC claimable: Yes

STF claimable: Yes

Crisis Management and Negotiation

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Enterprise Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Enterprise Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Corruption Risk Management	Integrating Risk into Strategic Decision-Making	Risk in Financial Services ★
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** Cambridge Judge Business School	**Provider:** Chartered Institute for Securities & Investment (CISI)
Duration: 2 Days	**Duration:** 3 Days	**Duration:** 183 Hours
Mode: Virtual Instructor Led	**Mode:** Physical Instructor Led	**Mode:** E-Learning/Self-Study
HRDC claimable: Information is not available	**HRDC claimable:** No	**HRDC claimable:** No
STF claimable: Yes	**STF claimable:** Information is not available	**STF claimable:** Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Enterprise Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

FIDE Elective: Market Risk Management Banking Sector

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Regional Program on Governance and Risk Management

Click here for more information on the programme

Provider: ASEAN Insurance Training and Research Institute (AITRI)

Duration: 5 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Fraud Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Regulatory Compliance (CRCOP)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certification in Anti-Money Laundering and Counter Financing of Terrorism (CAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 4 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation in Insurance Fraud Management

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Fraud Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Combating Financial Crime ★ *Click here for more information on the programme* **Provider:** Chartered Institute for Securities & Investment (CISI) **Duration:** 162 Hours **Mode:** E-Learning/Self-Study **HRDC claimable:** No **STF claimable:** Information is not available	**Electronic Banking Law** *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Fraud and Risks Management in International Trade** *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Rational Mitigation of Insurance Fraud Abuse and Wastage *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 1 Day **Mode:** Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Specialist Certificate in Regulatory Compliance (SCRC)** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 24 Months **Mode:** Workshops/Discussions/Seminars/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**The Many Faces of Financial Fraud and Scams in Malaysia** *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Fraud Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Advanced Certification in Anti-Money Laundering / Counter Financing in Terrorism (ACAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Fraud Masterclass

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Internal Audit

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Internal Audit

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Audit Application in Islamic Banking *Click here for more information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Specialist Certificate in Bank Audit (SCBKA)** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 24 Months **Mode:** Workshops/Discussions/Seminars/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Effective Compliance Audit Process For Insurers** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes
ICA Internal Auditor for Compliance Management Systems *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**The Many Faces of Financial Fraud and Scams in Malaysia** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Risk Based Auditing** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Internal Audit

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

IT Audit

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

IT Audit

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Audit (SCBKA)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

IT Audit

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Market and Liquidity Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Market and Liquidity Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

LIBF: Financial Risk Management in Banks (FRMB) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 120 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Risk in Financial Services ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 183 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Wholesale Market Conduct- Risk Assessment, Surveillance and Compliance

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Market and Liquidity Risk Management

Capacity-Building Programmes Levels: Foundation` | Intermediate | Advanced

Board's Role in Liquidity Risk Management Asset-Liability Management (ALM) for Boards

Contact provider for further information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

FIDE Elective: Market Risk Management Banking Sector

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

FIDE Elective: Understanding Liquidity Risk Management in Banking

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Risk Management in Islamic Banking Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Monitoring and Surveillance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ICA Certificate in Financial Crime Prevention ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Essentials – Financial Crime Prevention

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ICA Essentials – Transaction Monitoring

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ReACT - Regulation and the law, what you need to know now

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Monitoring and Surveillance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Combating Financial Crime ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 162 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Compliance Monitoring and Testing

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Corporate Liability Provision: Anti Bribery & Corruption

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Hands On Workshop Takaful Insurance Series (HOW TIS): Handling Fraud for Insurers and Takaful Operators

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ICA Certified Financial Crime Investigator

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ICA Specialist Certificate in Anti-Corruption

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

ICA Specialist Certificate in Conduct Risk

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Managing Wholesale Market Conduct

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Monitoring and Surveillance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Red Flags to Fraud

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Monitoring and Surveillance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Anti-Bribery and Corruption Masterclass *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Chartered Professional in Islamic Finance (CPIF)** *Click here for more information on the programme* **Provider:** Chartered Institute of Islamic Finance Professionals (CIIF) **Duration:** 3 – 5 Years **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**FIDE Elective: Market Risk Management Banking Sector** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes
ICA International Advanced Certificate in Governance, Risk and Compliance *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 6 Months **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**ICA Professional Postgraduate Diploma in Governance, Risk and Compliance** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 1 Year **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**ICA Professional Postgraduate Diploma in Governance, Risk and Financial Crime Compliance** *Click here for more information on the programme* **Provider:** International Compliance Association (ICA) **Duration:** 1 Year **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Operational Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Managing Operational Risk

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Operational Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Managing Operational Risk in Financial Institutions ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 142 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Operational Risk Management

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Risk in Financial Services ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 183 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Operational Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

LIBF: Managing Operational Risk & Governance (MOPR)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 100 Hours

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Risk Management in Islamic Banking Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Policy Implementation and Revision

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Foundation Course in Marine Cargo Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Miscellaneous Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Policy Implementation and Revision

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Associateship of The Malaysian Insurance Institute (AMII) Level 2

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

How to Minimise Third Party Losses in Construction All Risks Policy Exposures

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Intermediate Fire Clauses – How to Apply the Right Clauses for Maximum Protection

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Policy Implementation and Revision

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

A Technical Comparison Between the C.A.R and Professional Indemnity (P. I.) Insurance Coverage For Project Risk

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Best Practices in Arranging the C.E.C.R Policy Cover for Your Completed Infrastructure Risks

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Portfolio and Investment Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Portfolio and Investment Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2	Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market	Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)	**Provider:** Asian Institute of Chartered Bankers (AICB)
Duration: Information is not available	**Duration:** Information is not available	**Duration:** Information is not available
Mode: E-Learning/Self-Study	**Mode:** E-Learning/Self-Study	**Mode:** E-Learning/Self-Study
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Portfolio and Investment Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Credit (CCR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Regulatory Compliance (CRC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 3 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Regulatory Compliance (CRCOP)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certification in Anti-Money Laundering and Counter Financing of Terrorism (CAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 4 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Certification in Regulatory Compliance (Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Ethics for General Insurance Agents

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

eFamiliarisation Programme for Trading Representatives (eFPTR I)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 5.5 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation in Regulatory Framework & Compliance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ICA Certificate in Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Essentials – Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Institutional Perspectives of Global Financial Crime

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Introduction to Financial Crime & Compliance

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Legal Aspects & Governance in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 12 Months

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ReACT - Regulation and The Law, What You Need to Know Now

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Contemporary Takaful Business

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Dawn Raid - Don't Be Caught Unprepared

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Effective Compliance Audit Process For Insurers

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Ethics, Regulation & Compliance

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Foreign Exchange Policy: Application of Rules on Borrowing and Lending

Click here for more information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foreign Exchange Policy: Application of Rules on Investment in Foreign Currency Assets

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Global Financial Compliance ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 100 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

How to Manage Compliance and Ethics in a Changing World?

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ICA Advanced Certificate in Business Compliance ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 6 Months

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

IPO Building Blocks Series: Workshop on Prospectus & Meaningful Disclosures

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Legal Documentation For Islamic Banking Facilities

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Principles

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Regulatory Compliance (SCRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Regulatory Compliance

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

SCLE Revision Programme Module 19 - Advisory Services (Rules & Regulations) *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Information is not available	**What Amounts To A Conflict Of Interest By Directors?** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 4 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Advanced Certification in Anti-Money Laundering/Counter Financing in Terrorism (ACAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Advanced Certification in Regulatory Compliance (Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

AQF Diploma of Insurance Broking

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

CMDP: Module 4 - Emerging and Current Regulatory Issues in The Capital Market

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Compliance Requirements for Brokers

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

ICA International Advanced Certificate in Governance, Risk and Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA International Diploma in Governance, Risk and Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 9 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

ICA Professional Postgraduate Diploma in Governance, Risk and Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 1 Year

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Regulatory Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ICA Professional Postgraduate Diploma in Governance, Risk and Financial Crime Compliance

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 1 Year

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Risk Management and Compliance for Takaful Company

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days (Physical)/3 Weeks (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Takaful Company Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Risk Governance

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Governance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Governance

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

FIDE Elective: Understanding Liquidity Risk Management in Banking	Future Leaders	Leader of Leader
Click here for more information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 1 Day	**Duration:** 5 Days	**Duration:** 5 Days
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: Information is not available	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ANZIIF Foundation Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Basic Certificate Course In Insurance and Takaful Broking (BCCITB) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certificate in Anti-Money Laundering & Counter Financing of Terrorism (CAM) (formerly CAMEX)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Credit (CCR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Certificate of the Malaysian Insurance Institute (CMII) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Commercial Property Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance) ★

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Financial Institutions Risk Management

Click here for more information on the programme

Provider: Bangor Business School

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Foundation in Risk Management

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ICA Certificate in Managing Sanctions Risk ★	ICA Essentials – Managing Sanctions Risk	Risk Management
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: International Compliance Association (ICA)	**Provider:** International Compliance Association (ICA)	**Provider:** Chartered Institute for Securities & Investment (CISI)
Duration: 3 Months	**Duration:** 3 Hours	**Duration:** 1 Hour 30 Minutes
Mode: Virtual Instructor Led & E-Learning	**Mode:** Virtual Instructor Led	**Mode:** E-Learning
HRDC claimable: No	**HRDC claimable:** No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available	**STF claimable:** Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Anti-Money Laundering & Counter Financing of Terrorism (SCAML) (formerly CAMCO)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

ANZIIF Professional Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Assess Risks

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Wees

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 2

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Business Credit (SCBBC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Retail Credit (SCBRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Corporate Governance and Risk Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Corruption Risk Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

How to Manage Compliance and Ethics in a Changing World?

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Bank Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Operationalising Conduct Risk Management

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Risk in Financial Services ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 183 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Risk Management and the Internal Control System

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Undertake Risk Identification

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Webinar Mandatory CPD Programme: Risk Management & Insurance Planning

Click here for more information on the programme

Provider: Malaysian Financial Planning Council (MFPC)

Duration: 1 Day

Mode: Webinar

HRDC claimable: Information is not available

STF claimable: Information is not available

What Amounts To A Conflict Of Interest By Directors?

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Advanced Certification in Anti-Money Laundering/Counter Financing in Terrorism (ACAML) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 9 Months

Mode: Virtual Workshops and Online Learning

HRDC claimable: Yes

STF claimable: Yes

Advanced Certification in Regulatory Compliance (ACRC) ★

Contact provider for further information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: Virtual Workshops & Online Learning

HRDC claimable: Yes

STF claimable: Yes

Advanced Diploma in Insurance ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 180 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ANZIIF Executive Certificate in Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Appreciating the Machinery Breakdown Policy: Coverage Claim, & Risk Management Aspects (with site visit)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

AQF Diploma of General Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Bank Risk Management (BRM)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certified Qualification in Islamic Finance (CQIF) : Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

FIDE Elective: Risk Management Committee - Banking Sector

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Manage Complex Risk Portfolio for a Broking Customer

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Regional Program on Governance and Risk Management

Click here for more information on the programme

Provider: ASEAN Insurance Training and Research Institute (AITRI)

Duration: 5 Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Risk Management and Compliance for Takaful Company

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days (Physical)/3 Weeks (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Risk Management in Islamic Banking Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Risk Modelling and Validation

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Risk Modelling and Validation

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Risk Modelling and Validation

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Audit

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Ethics in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fundamentals of Shariah

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

AAOIFI Certified Shari'ah Advisor and Auditor (CSAA) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Certified Professional Shariah Auditor (CPSA) ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 15 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fiqh Mu'amalat Professional Programme (FMPP)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 10 Months

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Fundamentals of Governance and Auditing

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Philosophy & Fundamentals of Shariah for Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Audit

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certified Qualification in Islamic Finance (CQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Practitioner (CSP) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 3 Years

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Syariah Audit for Islamic Finance Institutions

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Audit

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

AAOIFI Certificate of Proficiency in Financial Accounting Standard (CPFAS) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Audit for Takaful Company

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Shariah Audit Fieldwork and Communication

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Shariah Audit Planning and Programme

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Fundamentals of Shariah

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

AAOIFI Certified Shari'ah Advisor and Auditor (CSAA) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Application of Shariah in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Associate Qualification in Islamic Finance (AQIF) ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 8 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certificate in Regulatory Compliance (CRCOP)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Advisor (CSA) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Fundamental Certificate in Islamic Banking and Takaful (FCIBT)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Fundamentals of Governance and Auditing

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 14 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fundamentals of Islamic Banking and Finance ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 81 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Fundamentals of Islamic Banking

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

i-Contract Series

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Half Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Aspects & Governance in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Philosophy & Fundamentals of Shariah for Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Compliance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certified Qualification in Islamic Finance (CQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Practitioner (CSP) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 3 Years

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Intermediate Qualification in Islamic Finance (IQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 17 Days

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Islamic Banking: Limitations and Issues of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Finance Qualification ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 130 Hours

Mode: E-Learning & Self-Study

HRDC claimable: No

STF claimable: Information is not available

Islamic Jurisprudence (Usul Fiqh) and Its Application in Islamic Finance

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Information is not available

Islamic Treasury Products and Operations

Click here for more information on the programme

Provider: INCEIF University

Duration: 7.25 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Legal Documentation For Islamic Banking Facilities

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Compliance

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Professional Certificate in Islamic Finance (eMIF) ★

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Specialist Certificate in Regulatory Compliance (SCRC)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Shariah Risk Management and Internal Control

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 18 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Shariah-Compliant Stock

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Weeks

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Value-Based Intermediation for Islamic Banks

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Compliance

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Chartered Fast-Track Masterclass (CFM)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Islamic Banking: Operationalisation of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professionalism & Ethics Within The Compliance Framework

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Risk Management and Compliance for Takaful Company

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days (Physical)/3 Weeks (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Fundamentals of Shariah

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

AAOIFI Certified Shari'ah Advisor and Auditor (CSAA) ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Associate Qualification in Islamic Finance (AQIF) ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 8 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Advisor (CSA) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Philosophy & Fundamentals of Shariah for Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certified Qualification in Islamic Finance (CQIF): Banking ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Certified Shariah Practitioner (CSP) ★

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 3 Years

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Information is not available

Islamic Bank Management

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Islamic Treasury Products and Operations

Click here for more information on the programme

Provider: INCEIF University

Duration: 7.25 Hours

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Micro-Certification from Executive Masters in Islamic Finance

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Professional Certificate in Islamic Finance (eMIF) ★

Click here for more information on the programme

Provider: INCEIF University

Duration: 14 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Shariah Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certified Qualification in Islamic Finance (CQIF) : Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Chartered Professional in Islamic Finance (CPIF)

Click here for more information on the programme

Provider: Chartered Institute of Islamic Finance Professionals (CIIF)

Duration: 3 – 5 Years

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Shariah Audit Fieldwork and Communication

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Shariah Audit Planning and Programme

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Risk Management in Islamic Banking Operations

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Sustainability Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Climate Change Risk in Finance

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 12 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Sustainability Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

CBI – Certificate in Climate Risk ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 130 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

CBI : Certificate in Green and Sustainable Finance ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 12 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate in Climate Risk ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 130 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Climate Change: Impact on Insurance Companies & Role of the Board

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Climate Risk Management

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Climate Risk Policy Document : How Its Effects The Financial Industry

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ESG Risk Management

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3.75 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Integrating Climate Change and Principles-Based Taxonomy (CCPT) in Financial Institutions' Business

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Series 1: Climate-related Disclosures

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Sustainability Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Series 2: Climate Risk Management

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Series 2: Tackling Climate Change

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Series 3: Climate Action

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Series 3: Climate Scenario Analysis

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Sustainability Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certified Expert in Sustainable Finance ★

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 6 Months

Mode: E-Learning/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Climate Risk Certificate ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Diploma in Environmental, Social and Governance (ESG)

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ESG and Islamic Finance: Implications for Boards and Corporate Governance

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

FIDE Elective: Climate Change: Impact on Banks and Role of the Board

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Online ESG and Sustainable Financial Strategy Course

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 7 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Sustainability Program for Directors (SP4D)

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Sustainable Finance: Empowering corporate decision-making

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Sustainability Risk Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Technology Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

FIDE Elective: Understanding the Cybersecurity Landscape

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

ICTTF Certified Cyber Risk Specialist ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Technology Risk Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Specialist Certificate in Bank Risk (SCBKR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 24 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Cybersecurity Governance and Practical Issues

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

ICA Specialist Certificate in Financial Crime Risk and New Technology ★

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 3 Months

Mode: Virtual Classroom and Online Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Cyber Security Briefing for Banking and Finance

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 3 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module III — The Foreign Exchange Market

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Professional Certificate in Cybersecurity ★

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

TechGuard: Empowering Capital Markets with a Resilient Technology Risk Framework

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Technology Risk Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ICTTF Certified Cyber Risk Officer	Future Leaders	Leader of Leader
Click here for more information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: International Compliance Association (ICA)	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 8 Weeks	**Duration:** 5 Days	**Duration:** 5 Days
Mode: Physical Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: No	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Information is not available	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer
Risk Management, Governance and Regulatory Compliance

Skill
Meeting Management

Capacity-Building Programmes Levels
Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

AAOIFI Accounting and Auditing Organization for Islamic Financial Institutions
Amanie Academy Knowledge • Values • Innovation
ACAMS
Maicsa The Governance Institute
GARP Global Association of Risk Professionals
ISACA
KPMG
Moody's
pwc
Chartered Governance Institute
SSM Suruhanjaya Syarikat Malaysia Companies Commission of Malaysia
Universiti Sains Islam Malaysia Islamic Science University of Malaysia

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Minute Writing

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

AAOIFI Accounting and Auditing Organization for Islamic Financial Institutions

Amanie Academy Knowledge • Values • Innovation (member of Amanie Group)

ACAMS

Maicsa The Governance Institute

GARP Global Association of Risk Professionals

ISACA

KPMG

Moody's

pwc

Chartered Governance Institute

SSM Suruhanjaya Syarikat Malaysia Companies Commission of Malaysia

Universiti Sains Islam Malaysia Islamic Science University of Malaysia

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Legal Advisory

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Legal Aspects & Governance in Islamic Finance

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Legal Advisory

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Digital Contracts: A Practical Approach

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Electronic Banking Law

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Islamic Jurisprudence (Usul Fiqh) and Its Application in Islamic Finance

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Legal Documentation For Islamic Banking Facilities

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Principles

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

LIFE: Syariah and Muamalah

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Take-Overs & Mergers: The Legal Considerations

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 10 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Legal Advisory

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Islamic Banking: Operationalisation of Shariah

Click here for more information on the programme

Provider: INCEIF University

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Legal Drafting

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Introduction to Construction - Contract

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Risk Management, Governance and Regulatory Compliance

Skill: Legal Drafting

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Digital Contracts: A Practical Approach

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Intermediate Treaty Reinsurance Contract Wordings

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Documentation For Islamic Banking Facilities

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Legal Principles

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Legal Drafting

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Your Intermediate Journey in Understanding Contract Wording Workshop

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Litigation Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Managing Conflict in Everyday Life

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 45 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Litigation Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Legal Principles

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Prime Skill Custer

Risk Management, Governance and Regulatory Compliance

Skill

Litigation Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Carbon Markets and Decarbonisation Strategies Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Carbon Markets and Decarbonisation Strategies Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Carbon Markets and Decarbonisation Strategy

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Carbon Markets and Decarbonisation Strategies Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Sustainability Program for Directors (SP4D)	Future Leaders	Leader of Leader
Click here for more information on the programme	*Contact provider for further information on the programme*	*Contact provider for further information on the programme*
Provider: Asia School of Business (ASB)	**Provider:** Asian Institute of Insurance (Aii)	**Provider:** Asian Institute of Insurance (Aii)
Duration: 13 Days	**Duration:** 5 Days	**Duration:** 5 Days
Mode: Physical/Virtual Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Physical Instructor Led
HRDC claimable: Yes	**HRDC claimable:** Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes	**STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Climate Change Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Climate Change

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Climate Change Risk in Finance

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 12 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Climate Finance

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 2 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Climate Change Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certificate in Climate Risk ★ *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 130 Hours **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Certificate in Climate Risk (CICR)** ★ *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Climate Change and Principle-based Taxonomy (CCPT)** *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Climate Change: Impact on Insurance Companies & Role of the Board *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Climate Risk Policy Document : How Its Effects The Financial Industry** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 2 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Integrating Climate Change and Principles-Based Taxonomy (CCPT) in Financial Institutions' Business** *Click here for more information on the programme* **Provider:** Malaysian Investment Banking Association (MIBA) **Duration:** 3.5 Hours **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Information is not available
Series 1: Climate Change and its Impact *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** Information is not available **STF claimable:** Yes	**Series 2: Tackling Climate Change** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** Information is not available **STF claimable:** Yes	**Series 3: Climate Action** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** Information is not available **Mode:** E-Learning **HRDC claimable:** Information is not available **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Climate Change Management

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Sustainable Finance for Relationship Managers

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Climate Change Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Business and Climate Change: Towards Net Zero Emissions

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Climate Risk Certificate ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

FIDE Elective: Climate Change: Impact on Banks and Role of the Board

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

FIDE Elective: Climate Change: Impact On Insurance Companies & Role of The Board

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Green and Sustainable Finance Certificate

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 130 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Oxford Climate Emergency Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Sustainability Program for Directors (SP4D)

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Impact Indicators, Measurement and Reporting

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

abs The Association of Banks in Singapore

ACCO ASSOCIATION OF CLIMATE CHANGE OFFICERS

Deloitte.

IFRS Foundation

KPMG

Principles for Responsible Banking academy

pwc

Jeffrey Sachs Center on Sustainable Development SUNWAY UNIVERSITY, Malaysia

Sustainability ACADEMY

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

INTERNATIONAL SOCIETY OF SUSTAINABILITY PROFESSIONALS

UTP UNIVERSITI TEKNOLOGI PETRONAS

UN GLOBAL COMPACT United Nations Global Compact

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Natural Capital Management

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

abs The Association of Banks in Singapore

ACCO ASSOCIATION OF CLIMATE CHANGE OFFICERS

Deloitte.

IFRS Foundation

KPMG

Principles for Responsible Banking academy

pwc

Jeffrey Sachs Center on Sustainable Development SUNWAY UNIVERSITY, Malaysia

Sustainability ACADEMY

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

INTERNATIONAL SOCIETY OF SUSTAINABILITY PROFESSIONALS

UTP UNIVERSITI TEKNOLOGI PETRONAS

UN GLOBAL COMPACT United Nations Global Compact

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Non-Financial Industry Sustainability Development

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

abs The Association of Banks in Singapore

ACCO ASSOCIATION OF CLIMATE CHANGE OFFICERS

Deloitte.

IFRS Foundation

KPMG

Principles for Responsible Banking academy

pwc

Jeffrey Sachs Center on Sustainable Development SUNWAY UNIVERSITY, Malaysia

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UTP UNIVERSITI TEKNOLOGI PETRONAS

UN GLOBAL COMPACT United Nations Global Compact

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Finance Instruments Structuring

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Finance Instruments Structuring

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Finance Instruments Structuring

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Investment Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Environmental, Social and Governance (ESG) Investing

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 45 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Sustainable Investment Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Certificate in Climate Risk (CICR)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: Self-Study

HRDC claimable: Yes

STF claimable: Yes

Certified Capital Market Professional - Sustainable and Responsible Investment 1 (CCMP-SRI1)

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Months

Mode: E-Learning & Workshops & Collaborative Learning & Assessment

HRDC claimable: Yes

STF claimable: Information is not available

Dissecting Environmental Factors in Sustainability Investments

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Ethical and Sustainable Investment

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 2 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Foundation in ESG Investing

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Weeks

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Spotlight: ESG and Sustainable Investment Advice

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 12 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

SRI Taxonomy: Insights and Implementation

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Sustainability-Linked Bonds: Context and Analysis

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Sustainable and Responsible Investment ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 8.5 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Sustainable Investment Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Sustainable Finance

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Turning Principles into Practice: SRI Taxonomy's Hands-On Sustainability Approach

Contact provider for further information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 8 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Sustainable Investment Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Certified Expert in ESG and Impact Investing ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 6 Months

Mode: Virtual Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Diploma in Environmental, Social and Governance (ESG)

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Impact Investing Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 5 Days

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Sustainability Program for Directors (SP4D)

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Sustainable Finance and Investment

Click here for more information on the programme

Provider: Association of Shariah Advisors in Islamic Finance Malaysia (ASAS)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainability Reporting

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Sustainability Reporting

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

ESG Disclosures in Prospectus

Click here for more information on the programme

Provider: Malaysian Investment Banking Association (MIBA)

Duration: 3.5 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

ESG Disclosures: Improving The Quality of ESG Data and Its Impact

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Series 1: Climate-Related Disclosures

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Sustainability Practitioner Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Prime Skill Custer: Sustainable Finance and Insurance

Skill: Sustainability Reporting

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Diploma in Environmental, Social and Governance (ESG)

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

ESG Practice & Reporting Training

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Online ESG and Sustainable Financial Strategy Course

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Sustainability Program for Directors (SP4D)

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Stewardship Development

Capacity-Building Programmes Levels

Foundation > Intermediate > Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

abs The Association of Banks in Singapore

ACCO ASSOCIATION OF CLIMATE CHANGE OFFICERS

Deloitte.

IFRS Foundation

KPMG

Principles for Responsible Banking academy

pwc

Jeffrey Sachs Center on Sustainable Development SUNWAY UNIVERSITY, Malaysia

Sustainability ACADEMY

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

INTERNATIONAL SOCIETY OF SUSTAINABILITY PROFESSIONALS

UTP UNIVERSITI TEKNOLOGI PETRONAS

UN GLOBAL COMPACT United Nations Global Compact

Prime Skill Custer

Sustainable Finance and Insurance

Skill

Sustainable Insurance and Re-Insurance Solutions and Applications

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this skill are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Please refer to the list below for other capacity-building providers.

Click on the icons below to access the capacity-building providers' websites for further information

abs The Association of Banks in Singapore

ACCO ASSOCIATION OF CLIMATE CHANGE OFFICERS

Deloitte.

IFRS Foundation

KPMG

Principles for Responsible Banking academy

pwc

Jeffrey Sachs Center on Sustainable Development SUNWAY UNIVERSITY, Malaysia

Sustainability ACADEMY

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

INTERNATIONAL SOCIETY OF SUSTAINABILITY PROFESSIONALS

UTP UNIVERSITI TEKNOLOGI PETRONAS

UN GLOBAL COMPACT United Nations Global Compact

Power Skill Custer: Social Intelligence

Skill: Empathy

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Mastering Emotional Intelligence

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 12 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Social and Emotional Intelligence

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Empathy

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Creating High Performance Teams

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Skills When Dealing with Vulnerable Clients Workshop

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Empathy

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Emerging Leaders *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 4 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leading a Change Through Neuro Linguistic Programming (NLP)** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading Technology and Innovation in Organisations** *Click here for more information on the programme* **Provider:** University of Edinburgh Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Managing Teams for High Performance *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Leader of Leader *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Professional Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Coaching and Mentoring

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Coaching	Manage Professional Development
Click here for more information on the programme	*Click here for more information on the programme*
Provider: Chartered Institute for Securities & Investment (CISI)	**Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF)
Duration: 45 Minutes	**Duration:** 5 Weeks
Mode: E-Learning	**Mode:** E-Learning
HRDC claimable: No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available

Power Skill Custer: Social Intelligence

Skill: Coaching and Mentoring

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Cambridge General Management Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 2 Weeks

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Creating High Performance Teams

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Essentials of Coaching

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Leadership

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Management Skills for New Leaders

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Managers as Coaches

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Supervisory Skills for Supervisors and Managers

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Train the Trainer for Basic Agency Management Course (TTT-BAMC)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Coaching and Mentoring

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Advanced Programme in Coaching Groups

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Agile Leadership Skills in Disruptive Times

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

ANZIIF Executive Certificate in General Insurance Broking ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Diploma of General Insurance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Emerging Leaders

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

INSEAD Coaching Certificate

Click here for more information on the programme

Provider: INSEAD

Duration: 12 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Transformational Leadership

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification

Programmes offered by Industrial Training and Academic Institutions

Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Coaching and Mentoring

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Social Intelligence

Skill

Collaboration

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Manage Professional Development

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Collaboration

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building High Performing Teams *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 2 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Creating High Performance Teams** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 3 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading With Assertiveness And Collaboration** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Management Skills for New Leaders *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Oxford Executive Leadership Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Supervisory Skills for Supervisors and Managers** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Collaboration

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ANZIIF Executive Certificate in General Insurance Broking ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**AQF Diploma of General Insurance** ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Islamic Leadership & Management Series: Necessity and The Component Of Leadership** *Click here for more information on the programme* **Provider:** Universiti Islam Sultan Sharif Ali **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Leadership for Executives *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Managing Teams for High Performance** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Oxford Senior Leadership Executive Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 22 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Executive Agency Management Programme *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leader of Leader** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Collaboration

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Social Intelligence

Skill: Communication

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Apply Workplace Communication Strategies

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Assertiveness Skills Workshop - Getting Your Point Across

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Communication and Persuasion in the Digital Age

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Manage professional development

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Communication

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building High Performing Teams

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Communicating Data Through Storytelling

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Communicating for Influence and Impact

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Developing Your Core Consulting Skills

Click here for more information on the programme

Provider: Bayes Business School

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Interpersonal Communication: Strategies for Executives

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Introduction to Leadership

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading Sustainability: High Impact Leadership

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading With Assertiveness And Collaboration

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Management Skills for New Leaders

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Communication

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Oxford Executive Leadership Programme *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Presentation Skills Workshop** *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 2 Half Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Pro Series: Present Like A Pro** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 8 Weeks **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Skills when Dealing with Vulnerable Clients Workshop *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 2 Half Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Sustainable Marketing and Communication Strategy** *Click here for more information on the programme* **Provider:** Cambridge Institute for Sustainability Leadership (CISL) **Duration:** 24 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Women in Leadership: Becoming an Agent of Change** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 10 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Communication

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Emerging Leaders *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 4 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Islamic Leadership & Management Series: Necessity and The Component Of Leadership** *Click here for more information on the programme* **Provider:** Universiti Islam Sultan Sharif Ali **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leadership for Executives** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Leading a Change Through Neuro Linguistic Programming (NLP) *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading Technology and Innovation in Organisations** *Click here for more information on the programme* **Provider:** University of Edinburgh Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Leading, Managing and Motivating High Performance Teams** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Oxford Senior Leadership Executive Programme *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 22 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Persuasive Communication: Critical Thinking to Enhance Your Message** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 9 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Communication

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Social Intelligence

Skill: Conflict Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Managing Conflict in Everyday Life

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 45 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Negotiation, Mediation and Conflict Resolution Specialization

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 1 Month

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Conflict Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Managing Conflict at Work	Mediation and Conflict Resolution	Supervisory Skills for Supervisors and Managers
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: Chartered Institute for Securities & Investment (CISI)	**Provider:** ESSEC Business School	**Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF)
Duration: 45 Minutes	**Duration:** 8 Hours	**Duration:** 2 Days
Mode: E-Learning	**Mode:** E-Learning	**Mode:** Physical Instructor Led
HRDC claimable: No	**HRDC claimable:** No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available	**STF claimable:** Information is not available

Power Skill Custer: Social Intelligence

Skill: Conflict Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Crisis Management and Negotiation

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Influencing Teams

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 45 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Negotiation for Executives

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 2 days (Physical)/3 Days (Virtual)

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Negotiation Fundamentals

Click here for more information on the programme

Provider: INSEAD

Duration: 8 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Negotiation, Mediation and Conflict Resolution Specialization

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 1 Month

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Cambridge General Management Programme *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 2 Weeks **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Cambridge Senior Management Programme** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 5 Months **Mode:** Physical & Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Executive Digital Leadership Programme** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 3 – 4 Months **Mode:** Physical Instructor Led/E-Learning **HRDC claimable:** Yes **STF claimable:** Yes
INSEAD Online Certificate in Negotiation ★ *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 9 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Yes	**International and Cross-Cultural Negotiation** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 11 Hours **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Mastering Negotiation and Influence** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 10 Weeks **Mode:** E-Learning **HRDC claimable:** Yes **STF claimable:** Yes
Negotiating and Applying Influence and Power *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 3 Weeks **Mode:** Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Negotiating to Create Value: The Mutual Gains Approach** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 4 Weeks **Mode:** E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Negotiation Dynamics** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Negotiation Skills

Click here for more information on the programme

Provider: Bologna Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Oxford Executive Leadership Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Resolve Disputes

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Resolve Disputes - Life Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Strategic Negotiations

Click here for more information on the programme

Provider: INSEAD

Duration: 8 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

The Art of Negotiation Skills

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

5th Global Banking Leaders Programme

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Weeks

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Yes

Advanced Negotiations

Click here for more information on the programme

Provider: INSEAD

Duration: 4 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

AQF Diploma of Insurance Broking ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Becoming a Global Business Leader

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

BILIF-LKYSPP Leadership Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Brain-Based Leadership: The Neuroscience of Personal and Organisational Agility

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 12 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Crisis Management and Negotiation

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Emerging Leaders

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Ethical Leadership

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (Virtual)

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

INSEAD Advanced Certificate in Negotiation ★

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: Physical & Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Islamic Leadership & Management Series: Necessity and The Component Of Leadership

Click here for more information on the programme

Provider: Universiti Islam Sultan Sharif Ali

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

LEAD Advanced Management Program

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leadership & Agency Management Program (LAMP)

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leading Organisations in Disruptive Times

Click here for more information on the programme

Provider: INSEAD

Duration: 6 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Leading Self and Others

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leading Technology and Innovation in Organisations

Click here for more information on the programme

Provider: University of Edinburgh Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Leading, Managing and Motivating High Performance Teams

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Oxford Senior Leadership Executive Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 22 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Social Intelligence

Skill: Influencing and Negotiating

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Oxford Strategic Management Executive Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Purpose-Based Islamic Leadership Programme

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 4.5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Strategy and Leadership: Challenge and redefine the way you do business

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Transformational Leadership

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Twin Cities Executive Leadership (TCEL) Programme

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Social Intelligence

Skill

Influencing and Negotiating

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Innovation and Delivery

Skill

Adaptability and Resiliency

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Adaptability

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer

Innovation and Delivery

Skill

Adaptability and Resiliency

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Agile Bank Leaders in a VUCA Environment

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Innovation and Delivery

Skill: Adaptability and Resiliency

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation	Intermediate	Advanced
Agile Bank HR Leaders in a Digital Age *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Week **Mode:** Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Agile Bank Leaders in A Digital Age** *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 2 Months **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Building Organisational Resilience: A System Approach to Mitigating Risk and Uncertainty** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 3 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Cambridge Summer School Programme *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Week **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Implementing Enterprise-Wide Transformation** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 3 Days (Virtual)/2 Days (Physical) **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Managing By Freedom Within The Framework** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Managing Freedom Within The Framework *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Adaptability and Resiliency

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

ANZIIF Foundation Certificate in Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Certificate IV in General Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

AQF Certificate IV in Life Insurance

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Associateship of The Malaysian Insurance Institute (AMII) Level 1

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Award for the Foundation Insurance Test

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 40 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Award in Home Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 20 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Award in Motor Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 20 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Award in Pet Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 20 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Award in Travel Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 20 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Basic Certificate Course In Insurance and Takaful Broking (BCCITB)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certificate Examination In Investment-Linked Life Insurance (CEILLI)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Yes

Certificate in Financial Services (CFS)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: Workshops/Discussions/Seminars/Self-study

HRDC claimable: Yes

STF claimable: Yes

Certificate in Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 160 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate of the Malaysian Insurance Institute (CMII)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 42 Hours

Mode: Physical/Virtual Instructor Led/E-Learning/Self-Study

HRDC claimable: Information is not available

STF claimable: Yes

Commercial Property Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

e-Certificate of The Malaysian Insurance institute - General Insurance (e-CMII - General Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 6 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

e-Certificate of The Malaysian Insurance institute - Life Insurance (e-CMII - Life Insurance)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Months

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Evaluation of Emergency Hospitalization in Heath Insurance w.r.t Fraud Abuse Wastage

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation Course in General Overview of Life Insurance Operations

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Marine Cargo Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Medical and Health Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Motor Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Personal Accident Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation Course in Reinsurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 14 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Foundation in Construction All Risks (CAR) & Erection All Risks (EAR) Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Foundation in Cyber Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Information is not available

HRDC claimable: Yes

STF claimable: Yes

Foundation in General Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation in Liability Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fundamental Certificate in Islamic Banking and Takaful (FCIBT) ★

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: Information is not available

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fundamentals of Financial Services ★

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 101 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Fundamentals of Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 21 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

General Insurance Code of Practice 2023

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

General Insurance Essentials

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Insurance Brokers Code of Practice 2022 - Non-Member Access

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Introduction to Cargo Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Ethics in Banking

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Introduction to Farming Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to General Insurance

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 14 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Introduction to General Insurance Company Operations

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Hours

Mode: E-Learning

HRDC claimable: Yes

STF claimable: Yes

Introduction to High Net Worth Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Insurance and the Insurance Market

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Investment Banking

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Introduction to Life Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Marine Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Introduction to Motor Fleet Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: Half Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Investor Protection Professional Certification (IPPC) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

LIBF: Certificate In Retail and Digital Banking (CertRDB)

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 134 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Life Insurance Code of Practice

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Midway Milestones: Essentials for New Recruits In Insurance Industry Life and Family Takaful

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Pre-Contract Examination for Insurance Agents (PCEIA)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: No

QEFITA: Qualifying Examination For Insurance & Takaful Agents ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Strategic Supply Chain Management

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

STF claimable: Yes

STF claimable: Information is not available

Tier 1 Insurance Broking Compliance ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Understand and apply insurance terminology ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Use medical terminology in an insurance context ★

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Advanced Diploma in Insurance ★ *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 180 Hours **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**An In-Depth Understanding of Casualty/General Liability Insurance** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**An In-Depth Understanding of Professional Indemnity/Financial Lines Insurance** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes
ANZIIF Executive Certificate in Insurance ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**ANZIIF Professional Certificate in Insurance** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Apply Codes of Ethical Practice** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
AQF Diploma of Insurance Broking ★ *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Associateship of The Malaysian Insurance Institute (AMII) Level 2** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** Information is not available **Mode:** Physical/Virtual Instructor Led/E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Cambridge General Management Programme** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 2 Weeks **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Cambridge Senior Management Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 5 Months

Mode: Physical & Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Certificate in Corporate Finance

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 160 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

Contemporary Takaful Business

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 7 Hours

Mode: Webinar

HRDC claimable: Yes

STF claimable: Yes

Bank Strategy, Operations and Technology (SOT)

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: 12 Months

Mode: E-Learning/Self-Study

HRDC claimable: Yes

STF claimable: Yes

Business Ethics for Managers

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Corporate Finance

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: Information is not available

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Customising Business Interruption Insurance for SMEs & Strategy of Dialogue and Discourse with their Accountants

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Deliver Professional Life Insurance Services

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Digital Banking – The Value Proposition to Serve the Underserved

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 4 Hours

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Diploma in Insurance

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 120 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Emerging Banking Leaders Programme

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Week

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Fellowship of The Malaysian Insurance Institute (FMII)

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: Information is not available

Mode: Information is not available

HRDC claimable: Information is not available

STF claimable: Yes

Finance for Non-Financial Leaders

Click here for more information on the programme

Provider: Bayes Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Economic Outlook - Taking Temperature for 2022 and Beyond

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Ethics and Corporate Accountability

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 2 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Hands On Workshop Takaful & Insurance Series: (HOW TIS) Transition To IFRS 17

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Intermediate Qualification in Islamic Finance (IQIF): Takaful

Click here for more information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 9 Days

Mode: Physical Instructor Led & E-Learning

HRDC claimable: Yes

STF claimable: Yes

Intermediate Technical Reinsurance Accounting

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Internet of Things: Business Implications and Opportunities *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 6 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**LIBF: Level 5 Professionalism, Conduct and Ethics (PCE)** *Click here for more information on the programme* **Provider:** Brunei Institute of Leadership & Islamic Finance (BILIF) **Duration:** 70 Hours **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Logistics & Supply Chain Management** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes
Negotiate Treaty Reinsurance *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Pasaran Kewangan Malaysia Certificate Module II — The Money Market Level 2** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Pasaran Kewangan Malaysia Certificate Module IV — Risk Management & Basic Derivatives** *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** Information is not available **Mode:** E-Learning/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes
Professionalism and Ethics (PET) *Click here for more information on the programme* **Provider:** Asian Institute of Chartered Bankers (AICB) **Duration:** 12 Months **Mode:** Workshops/Discussions/Seminars/Self-Study **HRDC claimable:** Yes **STF claimable:** Yes	**Technology Driving The Future of Gig Economy** *Click here for more information on the programme* **Provider:** Securities Industry Development Corporation (SIDC) **Duration:** 4 Hours **Mode:** Virtual Instructor Led **HRDC claimable:** Yes **STF claimable:** Information is not available	**Understand Reinsurance** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Understanding Insurance Finance Workshop

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Global Executive Academy *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 8 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leadership & Agency Management Program (LAMP)** *Click here for more information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** Information is not available **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Managerial Economics** *Contact provider for further information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** Information is not available **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes
Operations Management (OM) *Contact provider for further information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** Information is not available **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Prepare submissions for new insurance broking business** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Takaful Company Operations** *Click here for more information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** 14 Hours **Mode:** Webinar **HRDC claimable:** Yes **STF claimable:** Yes
Executive Agency Management Programme *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leader of Leader** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Business Acumen

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Innovation and Delivery

Skill

Change Management

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Change Management

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Change Management

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Cambridge General Management Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 2 Weeks

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Cambridge Senior Management Programme

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 5 Months

Mode: Physical & Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Driving Digital Change – People & Processes

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading Change in an Age of Digital Transformation

Click here for more information on the programme

Provider: INSEAD

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leading Organisation and Change

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Oxford Executive Leadership Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 8 Weeks

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Transformational Leadership & Cultural Change

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 1 Day

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Women in Leadership: Becoming an Agent of Change

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 10 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Change Management

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Cambridge Summer School Programme *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Week **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Chief Operating Officer (COO) Program** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 12 Months **Mode:** E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**LEAD Advanced Management Program** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Leading & Managing Organisational Change *Click here for more information on the programme* **Provider:** Chartered Insurance Institute (CII) **Duration:** 1 Day **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Leading Organisations in Disruptive Times** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Leading Strategic Change: How to Really Deliver the Shift Your Organisation Needs** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Leading Technology and Innovation in Organisations *Click here for more information on the programme* **Provider:** University of Edinburgh Business School **Duration:** 8 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Manage Changes to a Broking Client's Insurance Program** *Click here for more information on the programme* **Provider:** Australian and New Zealand Institute of Insurance and Finance (ANZIIF) **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Online ESG and Sustainable Financial Strategy Course** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 7 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Change Management

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Oxford Leading Sustainable Corporations Programme *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Oxford Senior Leadership Executive Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 22 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Oxford Strategic Management Executive Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 6 Months **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
People and Organisational Effectiveness *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Strategic Management: Creating and Sustaining Competitive Advantage** *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 3 Days **Mode:** Physical/Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Future Leaders *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leader of Leader** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer

Innovation and Delivery

Skill

Change Management

Capacity-Building Programmes Levels

Foundation | Intermediate | **Advanced**

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Innovation and Delivery

Skill

Problem-Solving

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Problem-Solving

Click here for more information on the programme

Provider: Chartered Institute for Securities & Investment (CISI)

Duration: 1 Hour 15 Minutes

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Problem-Solving

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Root Cause Analysis

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leadership by Design: Innovation Process and Culture

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Problem-Solving

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Unlocking the Power of Perspectives: Problem-Solving with Clarity, Creativity and Collaboration *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** Information is not available **Mode:** Information is not available **HRDC claimable:** No **STF claimable:** Information is not available	**Strategic Decision Making for Leaders** *Click here for more information on the programme* **Provider:** Bayes Business School **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Design Thinking and Creativity for Business** *Click here for more information on the programme* **Provider:** INSEAD **Duration:** 5 Weeks **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Understanding Board Decision-Making Process *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Artificial Intelligence & Leadership: Impact on Strategy and Innovation** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Understanding and Solving Complex Business Problems** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Questions Are The Answer: A Breakthrough Approach to Creative Problem-Solving, Innovation and Change *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 2 Days **Mode:** Virtual Instructor Led **HRDC claimable:** No **STF claimable:** Yes	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Future Leaders** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Problem-Solving

Capacity-Building Programmes Levels: Foundation | Intermediate | **Advanced**

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Innovation and Delivery

Skill

Critical Thinking

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Power Skill Custer: Innovation and Delivery

Skill: Critical Thinking

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Critical Thinking and Decision Making	Mastering Design Thinking
Click here for more information on the programme	*Click here for more information on the programme*
Provider: Massachusetts Institute of Technology	**Provider:** Massachusetts Institute of Technology
Duration: 3 Weeks	**Duration:** 3 Months
Mode: Virtual Instructor Led	**Mode:** E-Learning
HRDC claimable: Yes	**HRDC claimable:** Yes
STF claimable: Yes	**STF claimable:** Yes

Power Skill Custer: Innovation and Delivery

Skill: Critical Thinking

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Design Thinking and Creativity for Business

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Oxford Strategic Management Executive Programme

Click here for more information on the programme

Provider: Oxford Said Business School

Duration: 6 Months

Mode: Virtual Instructor Led & E-Learning

HRDC claimable: No

STF claimable: Information is not available

Persuasive Communication: Critical Thinking to Enhance Your Message

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 9 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Strategic Decision Making for Leaders

Click here for more information on the programme

Provider: Bayes Business School

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer

Innovation and Delivery

Skill

Innovative Thinking

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Design Thinking To Drive Strategic Innovation

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Innovative Thinking

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Design Thinking & Agile Methods	Leadership by Design: Innovation Process and Culture	Leading Sustainability: High Impact Leadership
Click here for more information on the programme	*Click here for more information on the programme*	*Click here for more information on the programme*
Provider: ESSEC Business School	**Provider:** Massachusetts Institute of Technology	**Provider:** Cambridge Institute for Sustainability Leadership (CISL)
Duration: 6 Weeks	**Duration:** 2 Days	**Duration:** 8 Weeks
Mode: Virtual Instructor Led	**Mode:** Physical Instructor Led	**Mode:** Virtual Instructor Led
HRDC claimable: No	**HRDC claimable:** No	**HRDC claimable:** No
STF claimable: Information is not available	**STF claimable:** Information is not available	**STF claimable:** Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Innovative Thinking

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Cambridge Summer School Programme

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Week

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Design Thinking and Creativity for Business

Click here for more information on the programme

Provider: INSEAD

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Digital Innovation and Transformation

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer

Innovation and Delivery

Skill

Learning Agility

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Manage Professional Development

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Power Skill Custer

Innovation and Delivery

Skill

Learning Agility

Capacity-Building Programmes Levels

Foundation | **Intermediate** | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Power Skill Custer: Innovation and Delivery

Skill: Learning Agility

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Executive Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 13 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Leaders

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Master Agency Builder Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Professional Agency Management Programme

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer

Innovation and Delivery

Skill

Digital Fluency

Capacity-Building Programmes Levels

Foundation | Intermediate | Advanced

Capacity-building programmes for this level are currently not offered by the Industrial Training and Academic Institutions and their Strategic Partners.

Power Skill Custer: Innovation and Delivery

Skill: Digital Fluency

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Accelerating Digital Transformation with Algorithmic Business Thinking

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 6 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Digital and Future Insight of Islamic Finance

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 2 Days (Physical)/12 Hours (Online)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Moving Forward with Digital Investment Management

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

The Ongoing Journey of Digital Transformation: Latest Trends and Insights

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 2 Hours

Mode: Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Power Skill Custer: Innovation and Delivery

Skill: Digital Fluency

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Digital Innovation and Transformation *Click here for more information on the programme* **Provider:** Cambridge Judge Business School **Duration:** 2 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Essential IT for Non-IT Executives** *Click here for more information on the programme* **Provider:** Massachusetts Institute of Technology **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Executive Agency Management Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 13 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes
Future Leaders *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Leader of Leader** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Master Agency Builder Programme** *Contact provider for further information on the programme* **Provider:** Asian Institute of Insurance (Aii) **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Sustainability Essentials for Business

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 4 Hours

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

The A to Z of Sustainability

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Hours

Mode: E-Learning

HRDC claimable: Information is not available

STF claimable: Yes

Understanding SDGs & Climate Risk Awareness for Banks

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Value-Based Intermediation: Shariah Perspective for Islamic Banking Practitioners

Contact provider for further information on the programme

Provider: Islamic Banking and Finance Institute Malaysia (IBFIM)

Duration: 1 Day (Physical)/6 Hours (E-Learning)

Mode: Physical Instructor Led/E-Learning

HRDC claimable: Yes

STF claimable: Yes

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Building Sustainable & Ethical Banking Practices: An ESG Framework for Bankers

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

CBI: Certificate in Green and Sustainable Finance ★

Click here for more information on the programme

Provider: Brunei Institute of Leadership & Islamic Finance (BILIF)

Duration: 12 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Certificate in Climate Risk (CICR) ★

Click here for more information on the programme

Provider: Asian Institute of Chartered Bankers (AICB)

Duration: Information is not available

Mode: Self-Study

HRDC claimable: Yes

STF claimable: Yes

Climate Change: Impact on Insurance Companies & Role of the Board

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Contribute to the sustainability of the life insurance industry

Click here for more information on the programme

Provider: Australian and New Zealand Institute of Insurance and Finance (ANZIIF)

Duration: 5 Weeks

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Demystifying ESG

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Environmental, Social and Governance Leadership: A Pathway to Business Sustainability

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 4 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ESG and the Insurance Industry

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 7 Hours

Mode: Physical/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Future Proofing Your Business - What You Need to Know about the 'S' in 'ESG

Contact provider for further information on the programme

Provider: Asia School of Business (ASB)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | **Intermediate** | Advanced

Green & Sustainable Finance

Click here for more information on the programme

Provider: Bangor Business School

Duration: Information is not available

Mode: Information is not available

HRDC claimable: No

STF claimable: Information is not available

Opportunities and Risks in Banking Arising from ESG

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Strategies for Sustainable Business

Click here for more information on the programme

Provider: Massachusetts Institute of Technology

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Suite Talk - Inside Stories of Sustainability Champions

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Information is not available

Sustainability & Its Impact on Organisations

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 4 Hours

Mode: Physical Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Sustainability Practitioner Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Understanding Sustainability Taxonomies - Globally and Regionally

Click here for more information on the programme

Provider: Securities Industry Development Corporation (SIDC)

Duration: 3 Hours

Mode: Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Information is not available

★ Professional Certification | Programmes offered by Industrial Training and Academic Institutions | Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Board Director Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 2 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Business Sustainability Management

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 8 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Certified Expert in Sustainable Finance ★

Contact provider for further information on the programme

Provider: Asian Banking School (ABS)

Duration: 6 Months

Mode: E-Learning/Virtual Instructor Led

HRDC claimable: Yes

STF claimable: Yes

Diploma in Environmental, Social and Governance (ESG)

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: Information is not available

Mode: E-Learning

HRDC claimable: No

STF claimable: Information is not available

Environmental Social Governance (ESG) Masterclass

Click here for more information on the programme

Provider: International Compliance Association (ICA)

Duration: 1 Day

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ESG Leadership Skills for Transition to Sustainable Business

Click here for more information on the programme

Provider: Cambridge Judge Business School

Duration: 6 Weeks

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

ESG Practice & Reporting Training

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 2 Half Days

Mode: Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Green and Sustainable Finance Certificate ★

Click here for more information on the programme

Provider: Chartered Insurance Institute (CII)

Duration: 130 Hours

Mode: E-Learning/Self-Study

HRDC claimable: No

STF claimable: Information is not available

LEAD Advanced Management Program

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Foundation	Intermediate	Advanced
Leading the Sustainability Transformation in Banking *Contact provider for further information on the programme* **Provider:** Asian Banking School (ABS) **Duration:** 1 Week **Mode:** Physical Instructor Led **HRDC claimable:** Yes **STF claimable:** Yes	**Online ESG and Sustainable Financial Strategy Course** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 7 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Oxford Leading Sustainable Corporations Programme** *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 6 Weeks **Mode:** Virtual Instructor Led & E-Learning **HRDC claimable:** No **STF claimable:** Information is not available
Oxford Social Finance Programme *Click here for more information on the programme* **Provider:** Oxford Said Business School **Duration:** 5 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available	**Remaking Corporate Governance for an ESG world** *Click here for more information on the programme* **Provider:** Asia School of Business (ASB) **Duration:** 1 Day **Mode:** Physical Instructor Led **HRDC claimable:** Information is not available **STF claimable:** Yes	**Strategy and Leadership: Challenge and redefine the way you do business** *Click here for more information on the programme* **Provider:** ESSEC Business School **Duration:** 3 Days **Mode:** Physical Instructor Led **HRDC claimable:** No **STF claimable:** Information is not available
Sustainability Leadership *Click here for more information on the programme* **Provider:** Chartered Institute for Securities & Investment (CISI) **Duration:** 1 Hour 45 Minutes **Mode:** E-Learning **HRDC claimable:** No **STF claimable:** Information is not available	**Sustainability Leadership for Board, Shariah Committee and C-Suite** *Contact provider for further information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** 0.5 day (Physical)/6 Hours (E-Learning) **Mode:** Physical Instructor Led/E-Learning **HRDC claimable:** Yes **STF claimable:** Yes	**Sustainability Leadership Programme for Financial Institutions** *Contact provider for further information on the programme* **Provider:** Islamic Banking and Finance Institute Malaysia (IBFIM) **Duration:** 4 days (Physical)/6 Hours (E-Learning) **Mode:** Physical Instructor Led/E-Learning **HRDC claimable:** Yes **STF claimable:** Yes

★ Professional Certification Programmes offered by Industrial Training and Academic Institutions Programmes offered by Industrial Training and Academic Institutions' Strategic Partners

Power Skill Custer: Innovation and Delivery

Skill: Sustainability Awareness

Capacity-Building Programmes Levels: Foundation | Intermediate | Advanced

Sustainability Program for Directors (SP4D)

Click here for more information on the programme

Provider: Asia School of Business (ASB)

Duration: 13 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: Information is not available

STF claimable: Yes

Sustainable Finance: Empowering corporate decision-making

Click here for more information on the programme

Provider: ESSEC Business School

Duration: 3 Days

Mode: Physical Instructor Led

HRDC claimable: No

STF claimable: Information is not available

The Prince of Wales's Business & Sustainability Programme

Click here for more information on the programme

Provider: Cambridge Institute for Sustainability Leadership (CISL)

Duration: 3 Days

Mode: Physical/Virtual Instructor Led

HRDC claimable: No

STF claimable: Information is not available

Leader of Leader

Contact provider for further information on the programme

Provider: Asian Institute of Insurance (Aii)

Duration: 5 Days

Mode: Physical Instructor Led

HRDC claimable: Yes

STF claimable: Yes

FSF Glossary

– C –

Capacity-Building Programme
Learning solutions to develop and strengthen the skills and knowledge of individuals in a specific domain.

Capacity-Building Provider
Institutions that offer learning solutions to develop and strengthen the skills and knowledge of individuals.

Career Pathways
- Vertical progression from one job level to the next, based on an employee's performance; and
- Movements to job roles within the same job cluster or to other job clusters, based on adjacent skill sets (≥60% match in the combined prime and power skills required) and common practices among FIs

Centre of Excellence (COE)
Team with specialised skills and expertise that leads and disseminates knowledge in a specific area within the organisation.

– E –

Emerging Roles
Job roles that are arising in response to changes in technology and other industry trends.
These are roles that currently:
- Exist in other industries (e.g., FinTech, technology companies); and/or
- Not commonly seen across financial institutions in Malaysia

Evolving Roles
Job roles where the nature of the roles will change to include any of the following:
- Provide strategic direction and advice
- Drive the sustainability agenda across the organisation
- Collaborate with the broader ecosystem beyond financial institutions
- Identify and utilise emerging technologies relevant to the industry

– H –

Human Resource Development Corporation (HRDC) Claimable
Capacity-building programmes that are eligible for Human Resources Development Fund (HRDF) reimbursement or subsidy.

– J –

Job Cluster
Group of job roles that share similar skills, knowledge and functions.

Job Role
Specific set of responsibilities that are assigned to meet a particular objective.

– P –

Power Skills
Fundamental skills required for all job roles, complementing Prime Skills.

Prime Skills
Technical skills of priority that are job-role specific.

– S –

Skills
Knowledge and abilities acquired through training and experience to execute responsibilities.

Skills Cluster
Group of skills that relate and complement each other within a particular domain.

Skills Proficiency Levels
Measure of level of expertise of a particular skill.

Staff Training Fund (STF) Claimable
Capacity-building programmes that are eligible for STF reimbursement or subsidy.

– V –

Value-Based Intermediation (VBI)
Intermediation function that aims to deliver the intended outcomes of Shariah through practices, conduct and offerings that generate positive and sustainable impact to the economy, community and environment, consistent with the shareholders' sustainable returns and long-term interests.

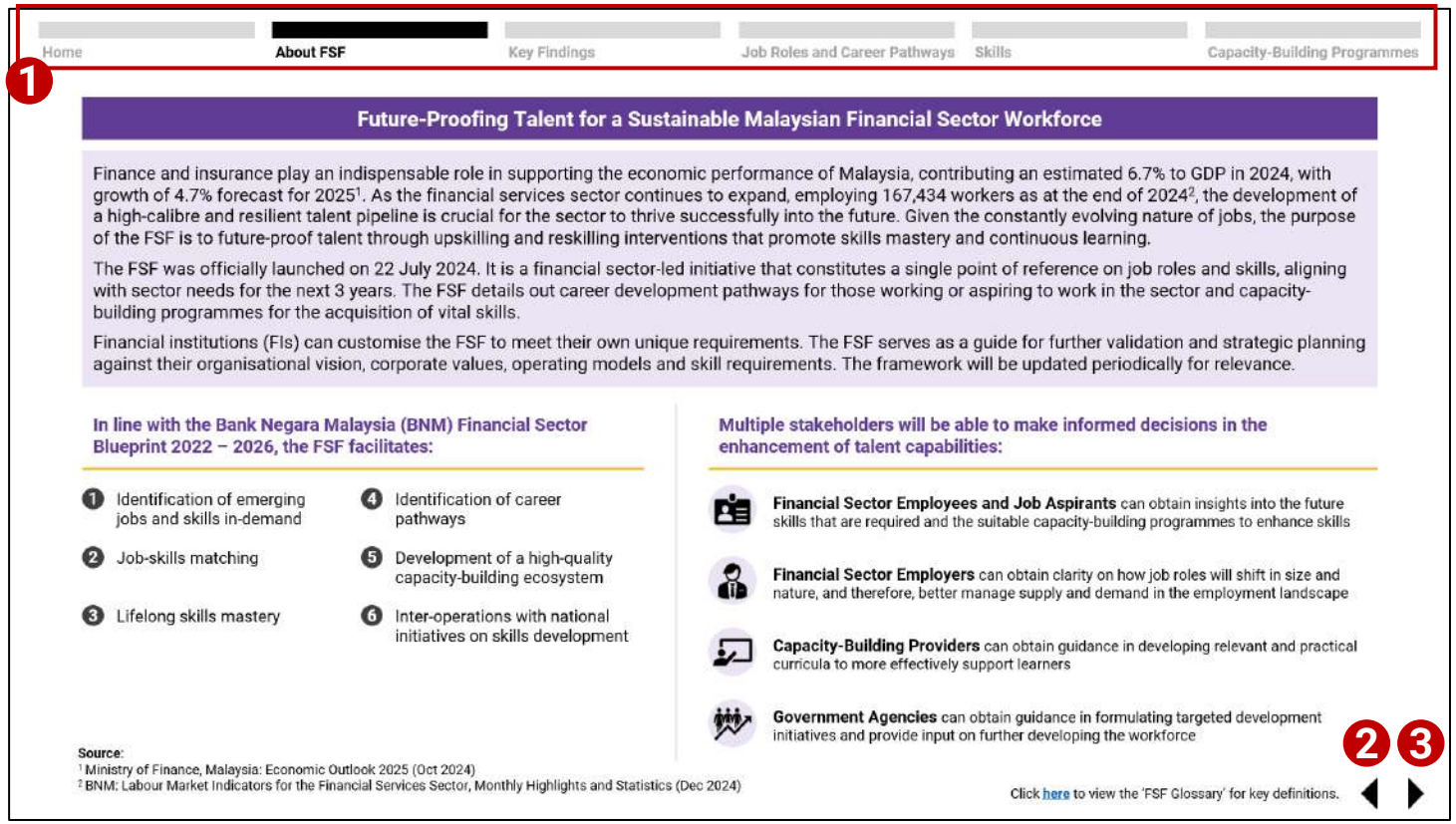
Value-Based Intermediation For Takaful (VBIT)
Serves as a guideline in implementing VBI within the sustainability ideals through its value-based agenda, which is comprehensive and relevant to Family Takaful, General Takaful and Retakaful Operators.

User Guide: Home

This is the 'Home' page of the FSF. There are 2 options that are located at the bottom right of the page.

1. Click on 'Start Here' to begin using the FSF
2. Click on 'How to Use' to learn how to navigate the FSF

User Guide: About FSF

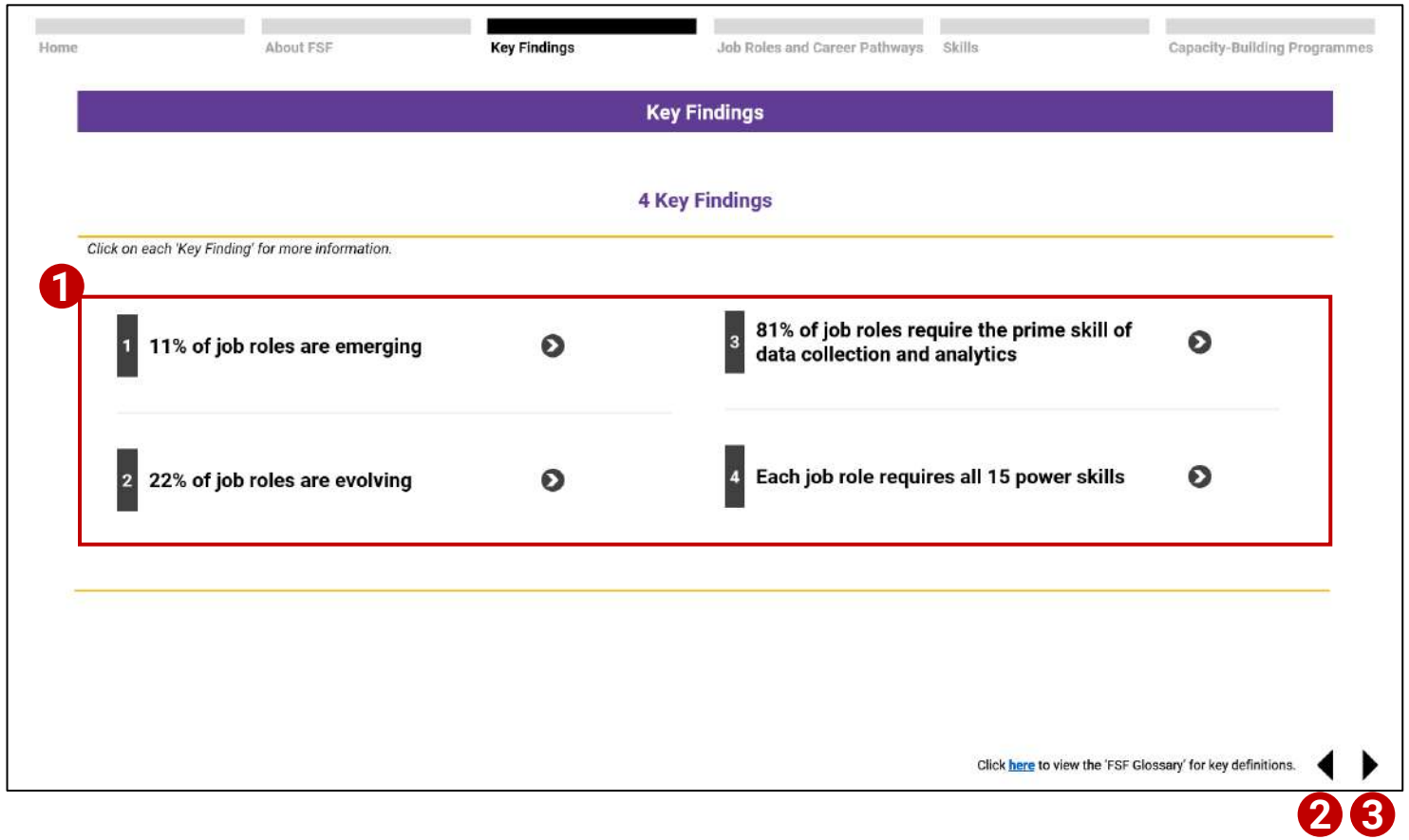


This section provides a background on the FSF.

The following apply to all FSF sections:

1. Click on the different tabs to move to the sections in the FSF
2. Click on the '◀' button to return to the previous page
3. Click on the '▶' button to move to the next page for details

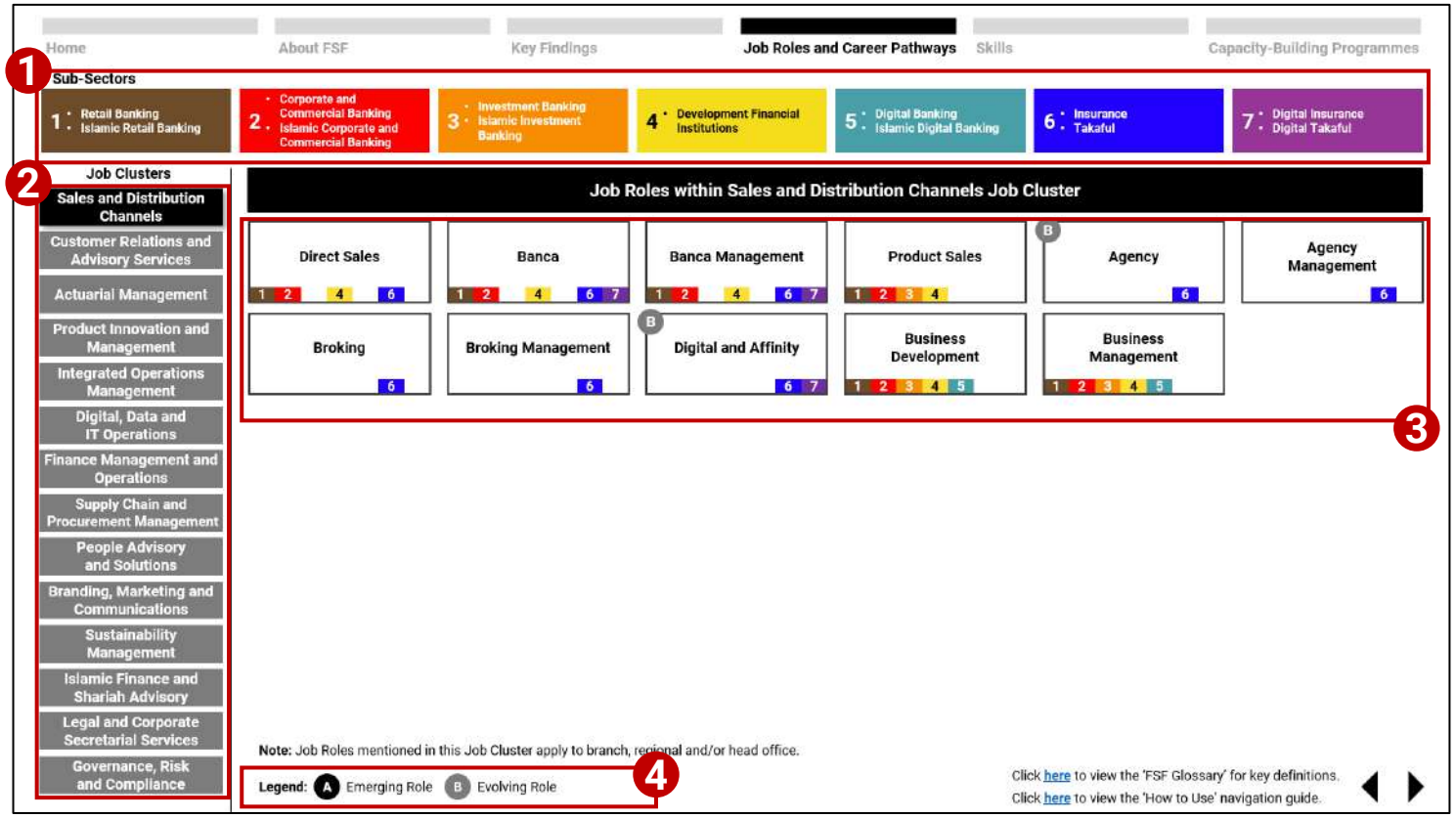
User Guide: Key Findings



This section covers the key FSF findings as a result of the key trends impacting the financial sector workforce.

1. Click on each key finding for details
2. Click on the '◀' button to return to the previous page
3. Click on the '▶' button to move to the next page for details

User Guide: Job Roles and Career Pathways (1/2)



This section covers the job clusters, job roles, skills required to perform the roles and potential career pathways within and across job clusters.

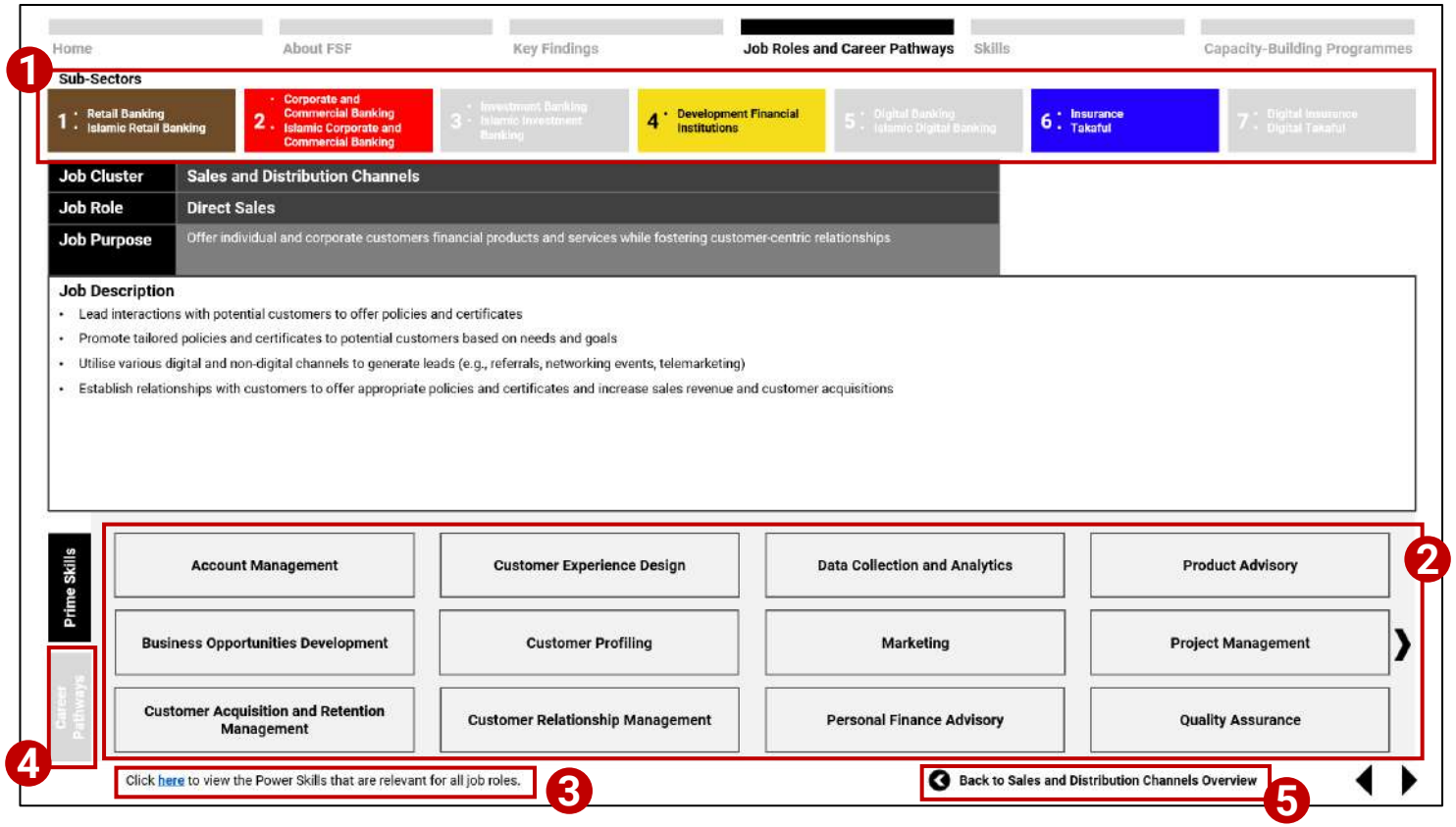
1. Coloured sub-sectors on the top part of the page are sub-sectors relevant to the job cluster

2. Click on each job cluster to view the job roles within the cluster

3. Click on a job role for details. Each job role is color-coded and numbered based on the relevant sub-sector

4. 'Emerging' and 'Evolving' roles are indicated with an 'A' or 'B'

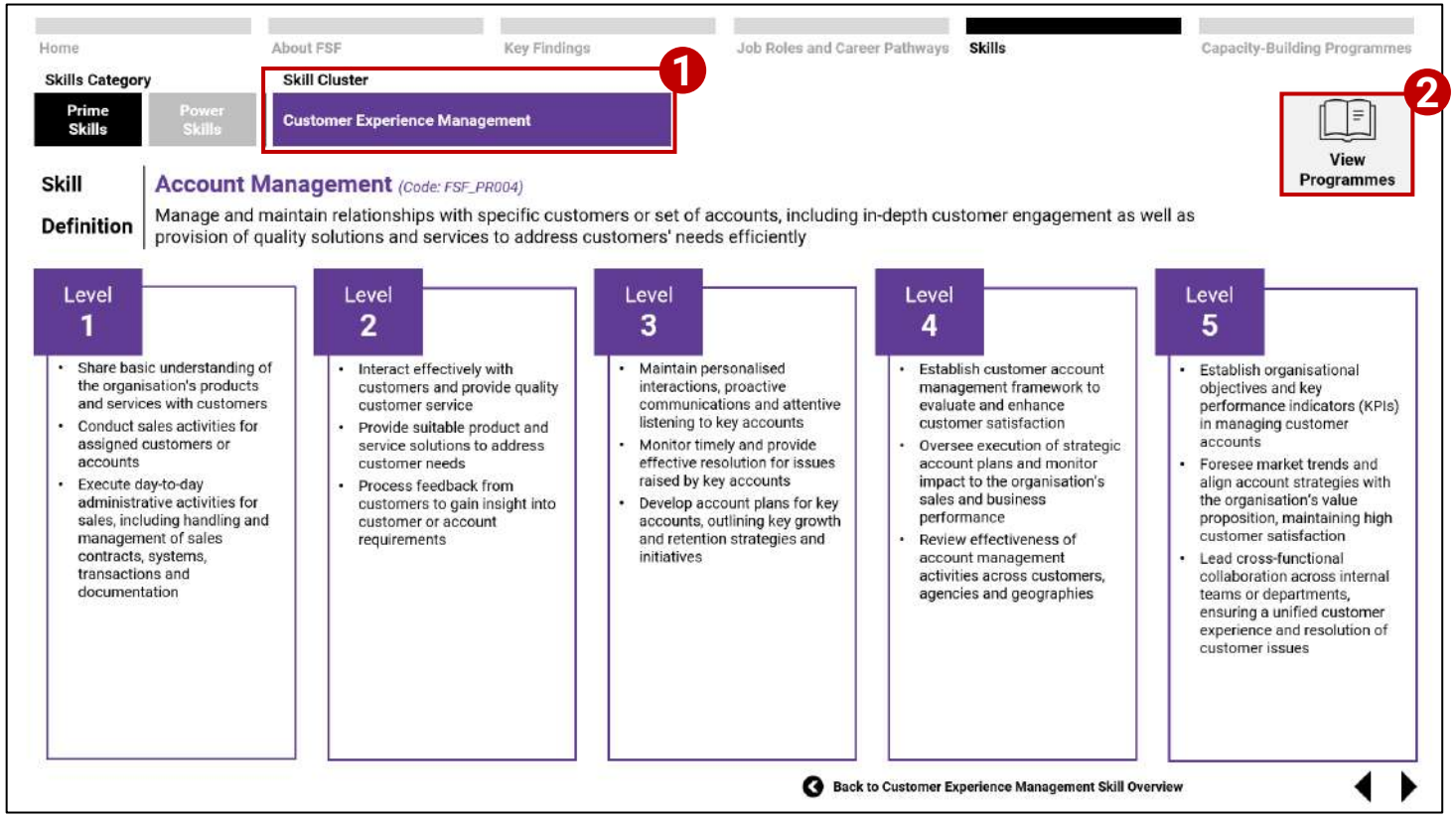
User Guide: Job Roles and Career Pathways (2/2)



This section covers the job role purpose and description, Prime and Power skills, and career pathways for a specific role under a particular job cluster.

1. Colored sub-sectors on the top part of the page are sub-sectors relevant to the job role
2. Click on a specific Prime Skill for details on the skill definition and proficiency level description
3. For Power Skills, click on the embedded link
4. Click on 'Career Pathways' to view the potential pathways for a specific role within and across job clusters
5. Click on 'Back to Sales and Distribution Channels Overview' to return to the job cluster view

User Guide: Skills

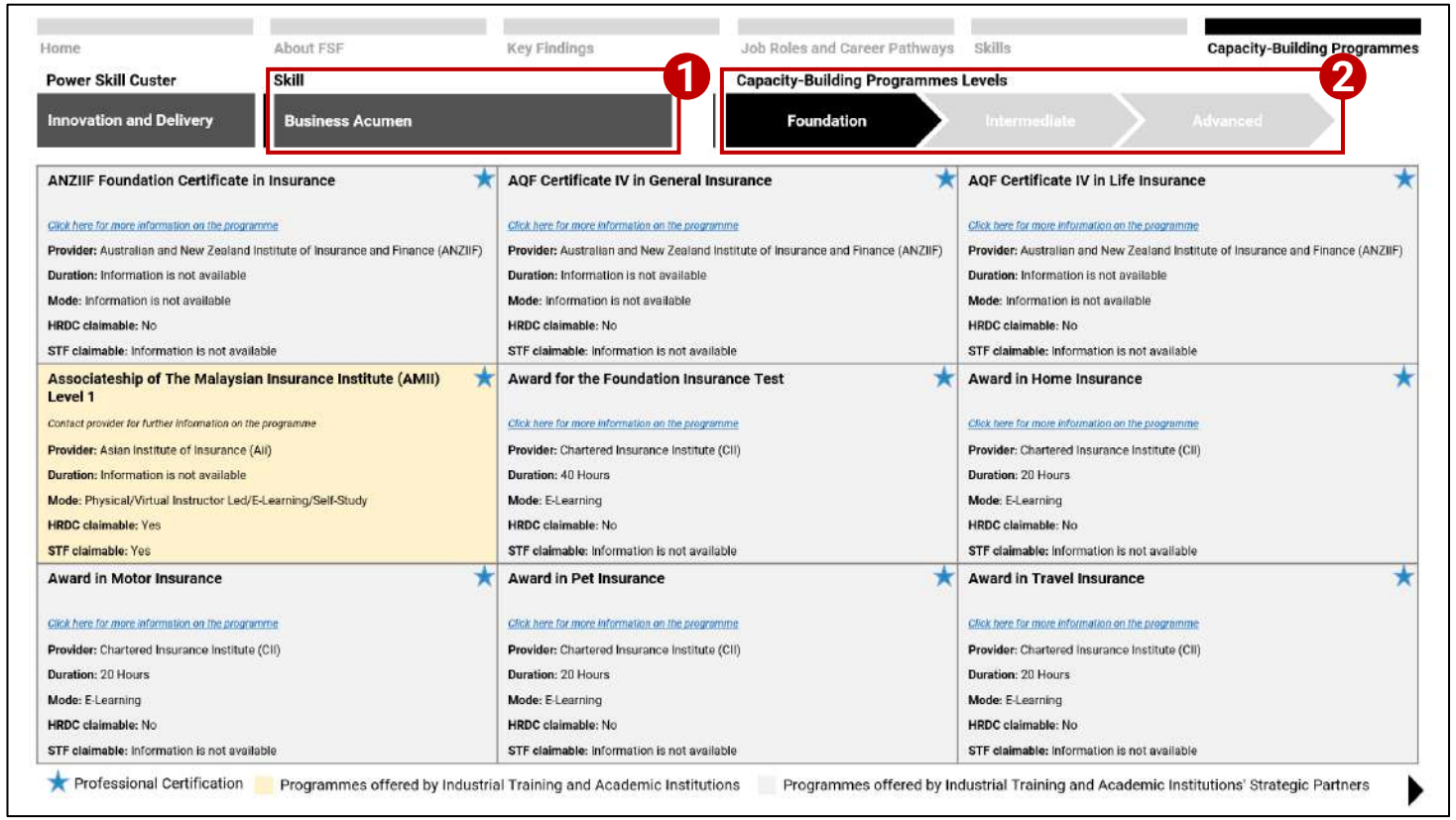


This section covers the definitions of Prime and Power Skills and proficiency level descriptions.

1. Click on 'Skill Cluster' to view the respective skill cluster overview

2. Click on 'View Programmes' to view the capacity-building programmes available for a specific skill

User Guide: Capacity-Building Programmes



This section covers capacity-building programmes that are available for talent upskilling and reskilling.

1. Click on 'Skill' to view the respective skill page

2. Click on 'Foundation', 'Intermediate' and 'Advanced' tabs to view capacity-building programmes that are available at the different levels

User Guide: Search Function

To conduct a keyword search, hold down the 'Ctrl' and 'F' keys simultaneously for the search function to appear.

1. Type in the keyword. Then click on the '<' or '>' button to locate the occurrences of the particular keyword