



# FSF

FUTURE SKILLS FRAMEWORK  
MALAYSIA

## FUTURE SKILLS FRAMEWORK FOR THE MALAYSIAN FINANCIAL SECTOR

Future-proofing talent for a sustainable workforce





# Implementing the FSF is a critical step for the industry in building a strong foundation for skills development and job-skills matching...

*Bank Negara Malaysia Governor Abdul Rasheed Ghaffour at the Launch of the Future Skills Framework, 22 July 2024*

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The **Future Skills Framework (FSF)** is an industry initiative by the Asian Institute of Chartered Bankers (AICB), Islamic Banking and Finance Institute Malaysia (IBFIM), and The Malaysian Insurance Institute (MII). It is featured as an integral part of the Financial Sector Blueprint 2022-2026 that was released by Bank Negara Malaysia in January 2022. It consists of four key components.

## 1 Key Findings

5 key findings as a result of 6 key trends impacting the workforce across 7 financial services sub-sectors

## 2 Job Roles and Skills

Details on 14 job clusters, 159 job roles and 157 skills that are aligned with the industry's needs for the next 3 years

## 3 Career Development Pathways

Potential career development pathways across different job roles

## 4 Capacity-Building

Relevant learning providers and programmes for the acquisition of necessary skills

### Benefits of the FSF

#### FINANCIAL SECTOR EMPLOYEES AND JOB ASPIRANTS

Gain insights into the future skills that are required and the suitable capacity-building programmes for skills mastery and continuous learning.

#### FINANCIAL SECTOR EMPLOYERS

Gain clarity on how job roles will shift in size and nature, and as a result, better manage supply and demand. The FSF can serve as a guide for further validation and strategic planning.

#### CAPACITY-BUILDING PROVIDERS

Obtain guidance in developing relevant and practical curricula to more effectively support learners.

#### GOVERNMENT AGENCIES

Obtain guidance in formulating targeted development initiatives and provide input on further developing the workforce.

## Financial Services Sub-sectors Covered by the FSF

- 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

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 (SIDC) for the relevant competencies and recommended capacity-building programmes.

## Key Trends and Findings from the FSF

### 6 Key Trends Impacting the Malaysian Financial Sector Workforce



#### CUSTOMER-CENTRICITY



#### EMPLOYEE-CENTRICITY



#### SUSTAINABILITY



#### DIGITAL TRANSFORMATION



#### GENERATIVE ARTIFICIAL INTELLIGENCE (GenAI)



#### CYBERSECURITY

### 5 Key Findings

- 1 Digital transformation and GenAI are increasingly pervasive, forcing FIs to drive their value across the business
- 2 17 emerging job roles are increasingly important
- 3 6 key roles in the areas of digital and technology, sustainability and Shariah are evolving
- 4 'Skills-First' strategy is crucial to ensure FIs adapt to industry trends and unlock talent potential
- 5 Skills adjacencies allow for the development of flexible career pathways

## Skills Clusters Covered by the FSF

To meet future workplace demands and enable talent upskilling and reskilling, the FSF emphasises a blend of technical and fundamental skills.

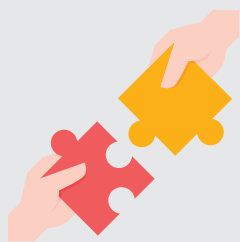
### 10 Prime Skills Clusters

Consisting of a total of 142 Technical Skills of priority that are job role-specific



### 2 Power Skills Clusters

Consisting of a total of 15 Fundamental Skills relevant for all job roles, complementing Prime Skills



#### Innovation and Delivery

Skills that enable individuals to be creative, adapt effectively to changing circumstances and elevate personal effectiveness to drive results

Adaptability and Resiliency

Change Management

Digital Fluency

Learning Agility

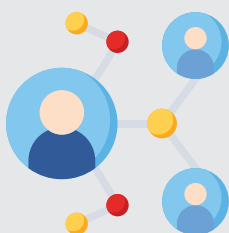
Sustainability Awareness

Business Acumen

Critical Thinking

Innovative Thinking

Problem-Solving



#### Social Intelligence

Skills that enable individuals to effectively understand different perspectives, collaborate with one another to achieve common goals and develop others

Coaching and Mentoring

Communication

Empathy

Collaboration

Conflict Management

Influencing and Negotiating

Stay ahead of the curve  
•  
Discover crucial skills for success  
•  
Chart your career trajectory

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