



# Skills Framework for Accountancy

A Guide to Occupations and Skills

An Initiative of

**SKILLS** *future*

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The information in this publication serves as a guide for individuals, employers and training providers. SkillsFuture Singapore, Workforce Singapore, the Singapore Accountancy Commission, and the Institute of Singapore Chartered Accountants provide no warranty whatsoever about the contents of this document, and do not warrant that the courses of action mentioned in this document will secure employment, promotion, or monetary benefits.

# About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore, the Singapore Accountancy Commission, and the Institute of Singapore Chartered Accountants (ISCA), together with employers, industry associations, education and training providers, and unions, the Skills Framework for Accountancy provides useful information on:



**With the Skills Framework, individuals are equipped to make informed decisions about career choices, as well as take responsibility for skills upgrading and career planning.**



Assess Career Interests

- Discover employment opportunities
- Understand career pathways
- Recognise personal attributes required



Prepare for Desired Jobs

- Understand skills and competencies required



Find Avenues to Close Skills Gap

- Identify relevant training programmes to equip oneself with the required skills and competencies
- Participate in on-the-job training opportunities provided by companies



Renew, Upgrade and Deepen Skills

- Plan for career development/transition
- Recognise skills and competencies required for the intended job role
- Identify training programmes to upgrade and deepen skills

# Accountancy: Charting Growth and Opportunities

Singapore's global reputation as a trusted hub for business and finance creates a strong demand for accounting services and expertise.

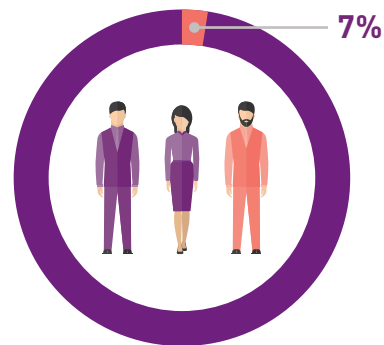
According to the AECensus 2019, Singapore's national census on Accounting Entities (or accounting firms), total revenue grew 8% in 2018 to reach \$2.53 billion. Their workforce grew 7%, the highest since 2014, with over 1,300 new jobs created, bringing the size of the workforce to 20,280 in 721 accounting firms. Beyond accounting firms, there are more than 80,000 accountancy professionals working across all sectors. They work in roles such as in-house accountants, internal auditors, risk managers and business valuers.

Today's business environment is growing in complexity with new trends, such as digitalisation which is disrupting businesses globally; and internationalisation due to growth opportunities in the region. The role of the accountant is evolving to meet the needs of these new challenges and opportunities. They are required to provide high-value accounting services, and help organisations create value and sustain growth. The role of the accountant is increasingly evolving into a trusted business advisor.

The growth of the sector will provide a wide range of opportunities for Singaporeans looking to embark on a rewarding career in accountancy. These could be in the areas of Financial Forensics, Enterprise Risk Management, Restructuring and Insolvency, and Mergers and Acquisitions. These job roles are expected to expand with regional growth, and as Singapore develops into a global accountancy hub.



Total revenue grew **8%** in 2018 to reach **\$2.53 billion**



Workforce grew **7%**, the highest since 2014  
**Over 1,300** new jobs created



**20,280** accountancy professionals work in **721** accounting firms



More than **80,000** accountancy professionals working across all sectors

# Evolving Landscape: Developing Singapore into a Leading Global Accountancy Hub

In 2017, the Committee on the Future Economy's Working Group for Legal and Accounting Services launched their recommendations to develop a vibrant and competitive legal and accounting services sector in Singapore. The report cited four key thrusts to strengthen Singapore's position as a global leader for legal and accounting services: (1) strengthening global market position; (2) transforming legal and accounting sectors via innovation; (3) equipping legal and accounting professionals to be future-ready; and (4) building thought leadership.

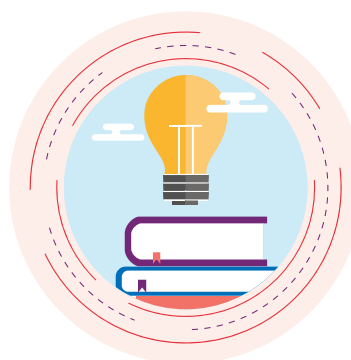
In 2018, the Accountancy Roadmap was launched to develop Singapore into a leading global accountancy hub. The Roadmap charts the growth of the sector through four pillars: productivity; reskilling and upskilling; innovation; and internationalisation. To support the goals of the roadmap, the Accountancy Industry Digital Plan (IDP) was launched in 2019 to help Small and Medium-sized Practices (SMPs) adopt technology for greater productivity and competitiveness. The Roadmap and the IDP are aligned with the Industry Transformation Map (ITM) for Professional Services which aims to develop Singapore into a globally-leading Professional Services hub.

The Singapore Accountancy Commission spearheads the development of the accountancy sector in Singapore.

## The Accountancy Roadmap



**Productivity**



**Innovation**



**Reskilling and Upskilling**



**Internationalisation**

# Desired Attributes and Skills in Demand

As the sector continues to transform, these are some examples of skills in demand. Those seeking successful careers in the accountancy sector can set themselves apart with these attributes and by acquiring these skills.

## DESIRED ATTRIBUTES



### Attention To Detail

Possess a keen eye and perform due diligence for accuracy, which is an important part of accountancy professionals' *modus operandi*



### Organised and Structured

Able to create a system that allows efficient retrieval of information, hence saving valuable time



### Team Player

Work well in teams and possess good interpersonal skills as there are often face-to-face meetings with clients and other decision makers on a regular basis



### Trustworthy

A good reputation for keeping confidential information safe as trustworthiness will earn good feedback from clients and win more clients in the long run



### Flexible

Able to adapt to changes, as work and regulatory requirements change at an accelerated pace in this digital age

## SKILLS IN DEMAND



### Digitisation

Growing integration of applications that joins with accounting platforms to connect and streamline back-office procedures

#### Skills in Demand

- Digital Technology Environment Scanning
- Digital Technology Adoption and Innovation
- Programming and Coding
- Data Governance
- Cyber Security



### Accountancy Advisory

Increasing focus on advisory services, particularly business partnering, moving away from compliance work due to automation of repetitive tasks

#### Skills in Demand

- Finance Business Partnering
- Data Storytelling and Visualisation
- Business Innovation and Improvement

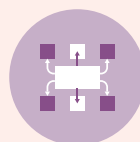


### Soft Skills

Growing importance placed on soft skills for Accounting professionals to work alongside technology

#### Skills in Demand

- Finance Business Partnering
- Ethical Behaviour and Culture
- Conflict Management
- Stakeholder Management



### Data Analytics

Increasing importance of analytical skills to enable efficiencies and deliver real time insights

#### Skills in Demand

- Data Analytics
- Data Storytelling and Visualisation
- Digital Forensics
- Finance Business Partnering
- Financial Modelling
- Forensic Data Analytics
- Information Gathering and Analysis

# Take Your Career Further



## FOR INDIVIDUALS

### MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes. It is an integrated platform for users to access resources related to jobs, education and skills training.

### SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 years and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses, and at least 90% of programme cost for Ministry of Education-subsidised full-time and part-time courses.

### Chartered Valuer and Appraiser Programme

The Chartered Valuer and Appraiser (CVA) programme is Singapore's national qualification for Business Valuation. It is the first professional Business Valuation certification programme in Asia benchmarked against international standards set by the International Valuation Standards Council (IVSC), the global standards setter for valuation. It is based on IVSC's competency, ethical and professional requirements. Upon successful completion of the programme and accumulation of three years of relevant experience, candidates are conferred the CVA Charter, a quality mark for the practice of Business Valuation in Singapore.

### SkillsFuture Credit

This initiative aims to encourage individuals to take ownership of skills development and lifelong learning. All Singaporeans aged 25 and above will receive an opening credit of \$500 which will not expire. More details at [skillsfuture.sg/credit](https://skillsfuture.sg/credit).

### Singapore Chartered Accountant (CA) Qualification

The Singapore Chartered Accountant (CA) Qualification is Singapore's national CA qualification. It is globally recognised and internationally portable with world-renowned chartered accountant qualifications through Reciprocal Membership Agreements (RMAs). RMAs have been signed with the Institute of Chartered Accountants in England and Wales (ICAEW), the Institute of Chartered Accountants of Scotland (ICAS) and the Chartered Accountants Ireland (CAI). The qualification also weaves in an Asian perspective to meet the needs of Singapore and the region, making this a unique accountancy programme. Upon successful completion of the programme, the Chartered Accountant of Singapore designation is conferred on full members of the Institute of Singapore Chartered Accountants (ISCA), the national professional accountancy body.

### SkillsFuture Study Awards

The SkillsFuture Study Awards for Accountancy supports early and mid-career professionals to develop skills required for the future economy. A monetary award of up to \$5,000 is provided to Singaporeans to defray the cost of their courses.

#### Initiatives and Schemes by:

 SkillsFuture Singapore

 Singapore Accountancy Commission

For more information on the initiatives and schemes, please visit

[skillsfuture.sg](https://skillsfuture.sg) | [sac.gov.sg](https://sac.gov.sg)

# Take Your Career Further



## FOR EMPLOYERS

### SkillsFuture Enterprise Credit (SFEC)

The SkillsFuture Enterprise Credit (SFEC) encourages employers to invest in enterprise transformation and capabilities of their employees. Eligible employers will receive a one-off \$10,000 credit to cover up to 90% of out-of-pocket expenses on qualifying costs for supportable initiatives, over and above the support levels of existing schemes.



## FOR INDIVIDUALS AND EMPLOYERS

### SkillsFuture Work-Study Programmes

The SkillsFuture Work-Study Programmes offer various work-study opportunities for Singaporeans to gain a head start in careers related to their discipline of study. These include Work-Study Diploma, Work-Study Post-Diploma, Work-Study Degree, Work-Study Post-Graduate and Work-Study Certificate.

### SkillsFuture for Digital Workplace

SkillsFuture for Digital Workplace is structured as a two-day training programme that will equip Singaporeans with basic digital skills required at the workplace and in their daily lives.

### Career Matching Services

WSG's Careers Connect and NTUC's e2i centres offer an expanded suite of career matching services tailored to jobseekers' needs.

Jobseekers can seek advice from professionals to guide them in their job search, as well as in their career planning and development.

Employers can receive recruitment advice to uncover new talent and find the right people for their business needs.

#### Initiatives and Schemes by:

 SkillsFuture Singapore

 Workforce Singapore

For more information on the initiatives and schemes, please visit  
[skillsfuture.sg](https://skillsfuture.sg) | [wsg.gov.sg](https://wsg.gov.sg)



# Take Your Career Further



## FOR INDIVIDUALS AND EMPLOYERS

### SkillsFuture Series

The SkillsFuture Series is a curated list of short, industry-relevant training programmes that focus on emerging skills in eight\* areas.

\*Eight emerging areas are: Data Analytics, Cybersecurity, Advanced Manufacturing, Urban Solutions, Finance, Tech-enabled Services, Digital Media, and Entrepreneurship.

### My Careers Future

MyCareersFuture.sg is a portal which aims to provide Singaporean jobseekers with a fast and smart search service to match them with relevant jobs, based on the jobseekers' skills and competencies.

The portal enables Singaporeans to be more aware of the skills they possess, and connect them to relevant jobs based on their current skills and competencies. It also highlights jobs which are eligible for Government support through WSG's programmes.

### Professional Conversion Programme (PCP)

The PCP is a career conversion programme targeted at PMETs mid-career switchers, to undergo skills conversion and move into new occupations or sectors that have good prospects and opportunities for progression.

For Accountancy sector, the PCPs include Internal Auditors and Management Accountants.

### P-Max

P-Max is a Place-and-Train programme that seeks to (i) Help SMEs to better recruit, train, manage and retain their newly-hired PMETs (ii) Encourage the adoption of progressive human resource practices within SMEs, and (iii) Place job-seeking PMETs into suitable SME jobs.

#### Initiatives and Schemes by:

 SkillsFuture Singapore

 Workforce Singapore

For more information on the initiatives and schemes, please visit  
[skillsfuture.sg](https://skillsfuture.sg) | [wsg.gov.sg](https://wsg.gov.sg)

# Realise Your Potential - Take the Next Step Forward

Now that you have some idea of what a career in the accountancy sector can offer and the available government initiatives and schemes to support your career goals, you are ready to take the next step!

## NEW ENTRANTS

Use the Skills Framework for Accountancy to find out about careers in the sector



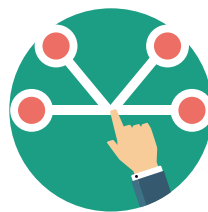
**UNDERSTAND** the career pathways and the attributes needed to take on a particular occupation in the sector



**UNDERSTAND** the skills and competencies required for the job role and identify relevant Training Programmes to help you become a qualified personnel

## EXPERIENCED PROFESSIONALS

Use the Skills Framework for Accountancy to find out how to chart your career



**PLAN** for vertical career progression within the track that you are currently in, or for lateral career moves across the tracks



**IDENTIFY** skill gaps that you are lacking in your current or next job role

**IDENTIFY** relevant Training Programmes

## TRAINING PROGRAMMES

Embark on your career in Accountancy

Programmes that equip new entrants with skills and knowledge for specific occupations in the sector at their respective entry levels

Programmes for experienced employees or individuals to broaden or deepen specific skills and knowledge for various occupations in the sector

Lifelong learning for skills deepening to meet existing and emerging demands of the sector

For a list of Training Programmes available for the accountancy sector, please visit: [www.skillsfuture.sg/skills-framework](http://www.skillsfuture.sg/skills-framework)

# Accountancy Career Tracks and Skills Map



## RESTRUCTURING AND INSOLVENCY

Restructuring and Insolvency involves advising clients in optimising financial performance and preserving capital, conducting consensual restructurings, administering formal restructuring and insolvency processes. Other activities include participating in business development activities and managing projects.

**PAGE 12-21**



## MERGERS AND ACQUISITIONS

Mergers and Acquisitions advisory is one of the services provided by professional services firms to help organisations evaluate the feasibility of transactions, and involves due diligence, financial modelling and accounting for transactions.

**PAGE 22-31**



## BUSINESS VALUATION

Business Valuation refers to the process of determining the value of an enterprise, its ownership interests, or any of its constituent assets and liabilities. It is carried out for many purposes at all stages of the company's development. This makes it an important aspect of the financial markets and a key component of investor and corporate activities.

**PAGE 32-41**



## FINANCIAL FORENSICS

Financial Forensics refers to the gathering, management of evidence and documents to identify and detect fraud and other financial crime. Other activities include the provision of litigation support for criminal prosecution, resolution of financial disputes in court, strengthening of internal control and compliance frameworks within organisations.

**PAGE 42-55**



## ASSURANCE

Assurance refers to the performance of assurance engagement activities in compliance with professional standards. This involves staying abreast of changes in financial reporting standards, auditing standards, amongst other regulatory requirements and prevailing macroeconomic trends.

**PAGE 56-67**

# Accountancy Career Tracks and Skills Map



## FINANCIAL ACCOUNTING

Financial Accounting involves maintaining accurate financial records and statements, recording and processing business transactions in the accounting system, calculating and reconciling customer and supplier account balances and processing payroll transactions. Other activities include month-end closing activities and corporate reporting.

**PAGE 68-87**



## MANAGEMENT ACCOUNTING

Management Accounting refers to analysing financial information for strategic planning and pursuit of organisation's goals through insights from financial modelling processes. Other activities include managing efficiency and effectiveness of resource allocation through analysis of trends, risks and completeness of financial accounts.

**PAGE 88-97**



## TAX

Tax refers to the preparation of statutory tax filings which include the review of tax computations and returns. They also identify tax risks areas and developments that impact tax compliance, manage tax controversies and draft tax advices to identify tax issues across different tax types.

**PAGE 98-107**



## ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management refers to the identification and assessment of enterprise risk and controls through information on external conditions and regulations and establishing relationships with business units to uncover operational risks.

**PAGE 108-117**



## INTERNAL AUDIT

Internal Audit refers to the provision of independent and objective assurance through documentation and evaluation of a company's internal controls, including its corporate governance and accounting processes, ensuring compliance with professional standards and identifying design and control gaps.

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# Restructuring and Insolvency

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## Executive Director, Restructuring and Forensic

Gary Loh  
BDO Singapore

### **RESTRUCTURING BUSINESSES, BUILDING CAREER-DEFINING SKILLS**

Gary Loh's first steps into the world of restructuring and insolvency (R&I) were pitched to him by a former mentor, who sold him on the learning opportunities and satisfaction this specialisation would bring him. Thus, Gary took on the role at a boutique firm that specialised in R&I, and was hooked.

#### **The essence of R&I: Saving companies, helping people**

Now, Gary holds the position of Executive Director (Restructuring & Forensic) at BDO Singapore, an established accounting firm. He finds fulfilment in his role as a R&I practitioner as he rehabilitates ailing companies, puts a stop to losses and makes them profitable again.

These turnarounds can prevent companies from becoming insolvent and enter into liquidation or bankruptcy – which means employees get to keep their jobs or receive better payouts during retrenchments; vendors can continue to trade with the company; and customers can continue to receive goods and services. If companies do enter into liquidation, Gary plays a key role in maximising the realisation of assets for stakeholders.

**“The Skills Framework for Accountancy sets very clear guidelines and attributes for those who want to join any industry.”**

Gary shares, “At the heart of it all, R&I is about helping people”.

#### **The keys to success in R&I**

What's the “secret” to handling R&I cases? According to Gary, it is all about the fundamentals of thoroughly understanding a business, then resolving critical issues such as cash flow, operations and compliance.

That is why Gary believes that having a strong sense of business acumen, strong problem-solving skills, and the ability to think on the feet and work cohesively with stakeholders are crucial for success in this profession.

#### **Making a career decision (or transition)? Use the Skills Framework for Accountancy as a guide**

For readers interested in this career, Gary recommends using the Skills Framework for Accountancy as a starting guide. He explains, “The Skills Framework for Accountancy is very comprehensive and showcases the skills needed to do well in this industry.”

# Restructuring and Insolvency Associate/ Restructuring and Insolvency Executive

## JOB ROLE DESCRIPTION

The Restructuring and Insolvency Associate/Restructuring and Insolvency Executive conducts initial market research and financial analyses. He/She participates in business development and stakeholder interactions. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

He is diligent in researching and is able to synthesise information to develop relevant insights. He possesses strong time management and communication skills.

The Restructuring and Insolvency Associate/Restructuring and Insolvency Executive would typically have had prior exposure to other accounting and advisory functions, and is expected to embark on a steep learning curve to acquire various skills and expertise in restructuring and insolvency.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Advise clients in optimising financial performance and preserving capital	<ul style="list-style-type: none"> <li>Assist in gathering business and functional requirements</li> <li>Analyse historical financial performance and perform cash flows analyses</li> <li>Perform research on potential solutions for improving liquidity, credit availability and shareholder return</li> </ul>
	Conduct consensual restructurings, schemes and/or corporate restructurings	<ul style="list-style-type: none"> <li>Conduct financial analyses, financial statements review and assess business performance</li> <li>Gather relevant data and information to develop financial restructuring plans</li> <li>Prepare documents for sales of distressed assets</li> <li>Research and gather information on legal entity structure of clients</li> </ul>
	Administer formal restructuring and insolvency processes	<ul style="list-style-type: none"> <li>Assist in drafting correspondence to clients with creditors during restructuring or insolvency</li> <li>Support team with judicial management, receiverships and liquidations</li> <li>Gather relevant data and information to develop a proposal and/or scheme of arrangement</li> </ul>
	<b>Specific to Professional Services</b>	<ul style="list-style-type: none"> <li>Monitor own time-cost to ensure efficiency</li> <li>Support preparation of business proposals and pitch documents</li> <li>Support drafting of engagement letters</li> <li>Maintain internal and external relationships to drive desired outcomes</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Acumen	Level 4	Teamwork	Intermediate
	Business Negotiation	Level 3	Sense Making	Intermediate
	Capital Raising	Level 3	Interpersonal Skills	Basic
	Cash Flow Management	Level 3	Communication	Basic
	Claims Management	Level 3	Problem Solving	Basic
	Conflict Management	Level 2		
	Corporate and Business Law	Level 3		
	Data Analytics	Level 3		
	Data Governance	Level 3		
	Data Storytelling and Visualisation	Level 3		
	Debt Restructuring	Level 3		



# Restructuring and Insolvency Associate/ Restructuring and Insolvency Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Financial Analysis	Level 3
	Financial Management	Level 2
	Financial Modelling	Level 3
	Financial Statements Analysis	Level 4
	Professional and Business Ethics	Level 3
	Project Execution and Control	Level 2
	Regulatory Compliance	Level 3
	Restructuring Insolvency Advisory	Level 3
	Stakeholder Management	Level 3
	Transaction Due Diligence	Level 2
	Valuation	Level 2
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
Business Development	Level 2	

# Restructuring and Insolvency Senior/ Restructuring and Insolvency Senior Executive

## JOB ROLE DESCRIPTION

The Restructuring and Insolvency Senior/Restructuring and Insolvency Senior Executive is in charge of day-to-day operations, from a restructuring and insolvency perspective. He/She manages the restructuring and insolvency processes for the client engagements that he is responsible for, or the business that he belongs to. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

He participates in business development and is expected to interact with stakeholders to manage project deliverables and timelines. He has a significant level of technical expertise and is very hands-on with the restructuring and insolvency processes. He must be able to work in a fast-paced environment.

He needs to have strong project management skills and be efficient in his work to manage multiple deadlines. He is able to interpret data and communicate the insights derived to his team members.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Advise clients in optimising financial performance and preserving capital	<ul style="list-style-type: none"> <li>Analyse business and functional requirements to provide advice to clients</li> <li>Review cash requirements of businesses and projected cash flows</li> <li>Prepare proposed solutions for improving liquidity, credit availability and shareholder return</li> </ul>
	Conduct consensual restructurings, schemes and/or corporate restructurings	<ul style="list-style-type: none"> <li>Perform financial analyses, financial modelling and assess business performance</li> <li>Assist in developing financial restructuring plans</li> <li>Assist in the sales of distressed assets</li> <li>Identify opportunities to simplify legal entity structures of clients</li> </ul>
	Administer formal restructuring and insolvency processes	<ul style="list-style-type: none"> <li>Draft correspondence to clients with creditors during restructuring or insolvency</li> <li>Assist in judicial management, receiverships and liquidations</li> <li>Assist in developing proposals and/or scheme of arrangement plans</li> </ul>
	<b>Specific to Professional Services</b> Perform business development and project management	<ul style="list-style-type: none"> <li>Monitor own time-cost to ensure efficiency</li> <li>Prepare business proposals and pitch documents</li> <li>Draft engagement letters</li> <li>Maintain internal and external relationships to drive desired outcomes</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Acumen	Level 4	Problem Solving	Intermediate
	Business Negotiation	Level 4	Sense Making	Intermediate
	Capital Raising	Level 3	Teamwork	Intermediate
	Cash Flow Management	Level 3	Creative Thinking	Intermediate
	Claims Management	Level 3	Communication	Intermediate
	Conflict Management	Level 3		
	Corporate and Business Law	Level 4		
	Data Analytics	Level 4		
	Data Governance	Level 4		
	Data Storytelling and Visualisation	Level 4		
	Debt Restructuring	Level 4		

# Restructuring and Insolvency Senior/ Restructuring and Insolvency Senior Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Financial Analysis	Level 4
	Financial Management	Level 3
	Financial Modelling	Level 4
	Financial Statements Analysis	Level 4
	Professional and Business Ethics	Level 4
	Project Execution and Control	Level 3
	Regulatory Compliance	Level 4
	Restructuring Insolvency Advisory	Level 4
	Stakeholder Management	Level 4
	Transaction Due Diligence	Level 3
	Valuation	Level 2
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
Business Development	Level 3	

# Restructuring and Insolvency Manager

## JOB ROLE DESCRIPTION

The Restructuring and Insolvency Manager is second in-charge of various functions including managing the restructuring and insolvency processes, generating and supporting the business, ensuring quality control, providing technical leadership as well as sourcing for appropriate staff for the team.

He/She is a technical expert in restructuring and insolvency. He should possess considerable amount of experience in restructuring and insolvency, client, stakeholder and business management, project management and team development.

He needs to be able to identify potential risks and know when it is necessary to escalate issues. He also needs to be detailed oriented. He needs to uphold the ethical standards when exerting professional judgments.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Advise clients in optimising financial performance and preserving capital	<ul style="list-style-type: none"> <li>• Validate understanding of business and functional requirements with relevant stakeholders</li> <li>• Assess cash flow forecast assumptions and provide recommendations on optimising the cash flows and options available to clients</li> <li>• Generate ideas and solutions as well as review proposed recommendations for improving liquidity, credit availability, and shareholder return</li> </ul>
	Conduct consensual restructurings, schemes and/or corporate restructurings	<ul style="list-style-type: none"> <li>• Review financial analyses, financial models and recommend financial restructuring plans</li> <li>• Execute financial restructuring plans</li> <li>• Manage sales of distressed assets</li> <li>• Provide recommendations on simplifying legal entity structures of clients</li> </ul>
	Administer formal restructuring and insolvency processes	<ul style="list-style-type: none"> <li>• Review correspondence to clients with creditors during restructuring or insolvency</li> <li>• Manage project and guide the team to execute the judicial management, receivership and liquidation</li> <li>• Execute proposals and/or schemes of arrangement</li> </ul>
	<b>Specific to Professional Services</b> Perform business development and project management	<ul style="list-style-type: none"> <li>• Achieve business targets and manage financials, including budgets, profitability and work-in-progress</li> <li>• Review business proposals and pitch documents</li> <li>• Review engagement letters</li> <li>• Build internal and external relationships to drive business development strategies</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Business Acumen	Level 5	Problem Solving	Advanced
	Business Negotiation	Level 5	Decision Making	Advanced
	Capital Raising	Level 4	Developing People	Intermediate
	Cash Flow Management	Level 4	Teamwork	Advanced
	Claims Management	Level 4	Communication	Advanced
	Conflict Management	Level 4		
	Corporate and Business Law	Level 5		

# Restructuring and Insolvency Manager

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Data Analytics	Level 5
	Data Governance	Level 5
	Data Storytelling and Visualisation	Level 4
	Debt Restructuring	Level 5
	Financial Analysis	Level 5
	Financial Management	Level 4
	Financial Modelling	Level 5
	Financial Statements Analysis	Level 5
	Professional and Business Ethics	Level 5
	Project Execution and Control	Level 4
	Regulatory Compliance	Level 5
	Restructuring Insolvency Advisory	Level 5
	Stakeholder Management	Level 5
	Transaction Due Diligence	Level 4
	Valuation	Level 3
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 4

# Restructuring and Insolvency Partner/ Restructuring and Insolvency Director

## JOB ROLE DESCRIPTION

The Restructuring and Insolvency Partner/Restructuring and Insolvency Director is a leader in charge of various functions including generating business and growth, quality control, technical leadership as well as ensuring the team possess necessary soft and technical skills. He/She is responsible for the quality of technical output, and risk management for the business.

He is also looked upon as an expert in restructuring and insolvency. He is responsible for validating recommendations and proposing alternative solutions where applicable. He helps to ensure that restructuring and insolvency proceedings are aligned with strategic objectives. He is responsible for stakeholder relationship management.

The Restructuring and Insolvency Partner/Restructuring and Insolvency Director needs to be a good listener and sensitive to his clients' issues to help his clients through the process. He possesses persuasion skills and excels in people management.

If appointed, he will need to act as a judicial manager or trustee, he must satisfy the requirements to qualify as an insolvency practitioner.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Advise clients in optimising financial performance and preserving capital	<ul style="list-style-type: none"> <li>• Establish organisation policies and procedures for generation of advice on clients' capital agenda</li> <li>• Validate recommendations on the options available for financial restructuring</li> <li>• Evaluate and assess proposed recommendations for improving liquidity, credit availability and shareholder returns</li> </ul>
	Conduct consensual restructurings, schemes and/or corporate restructurings	<ul style="list-style-type: none"> <li>• Evaluate and assess proposed recommendations for financial restructuring</li> <li>• Oversee execution of financial restructuring plans to ensure alignment with strategic objectives</li> <li>• Establish organisation best practices for sales of distressed assets</li> <li>• Validate recommendations on legal entity structures of clients</li> </ul>
	Administer formal restructuring and insolvency processes	<ul style="list-style-type: none"> <li>• Lead overall restructuring and insolvency processes, including bankruptcy while managing stakeholder interests</li> <li>• Advise client executives in navigating through the restructuring and insolvency processes, including bankruptcy</li> <li>• Oversee execution of proposal and/or scheme of arrangement plans to ensure alignment with strategic objectives</li> </ul>
	<b>Specific to Professional Services</b> Perform business development and project management	<ul style="list-style-type: none"> <li>• Provides strategic vision and leadership for the business to determine objectives and targets</li> <li>• Endorse business proposals</li> <li>• Endorse engagement letters</li> <li>• Define organisational strategies for business development to strengthen service offerings</li> </ul>

# Restructuring and Insolvency Partner/ Restructuring and Insolvency Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Business Acumen	Level 6	Leadership
	Business Negotiation	Level 6	Developing People	Advanced
	Capital Raising	Level 5	Decision Making	Advanced
	Cash Flow Management	Level 4	Creative Thinking	Advanced
	Claims Management	Level 5	Problem Solving	Advanced
	Conflict Management	Level 5		
	Corporate and Business Law	Level 6		
	Data Analytics	Level 5		
	Data Governance	Level 5		
	Data Storytelling and Visualisation	Level 5		
	Debt Restructuring	Level 6		
	Financial Analysis	Level 5		
	Financial Management	Level 5		
	Financial Modelling	Level 5		
	Financial Statements Analysis	Level 6		
	Professional and Business Ethics	Level 6		
	Project Execution and Control	Level 5		
	Regulatory Compliance	Level 5		
	Restructuring Insolvency Advisory	Level 5		
	Stakeholder Management	Level 6		
	Transaction Due Diligence	Level 4		
	Valuation	Level 3		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 4		

# Mergers and Acquisitions

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## Infrastructure Advisory Senior Associate

Joelle Chin  
EY Corporate Advisors Pte. Ltd.

### IGNITING AN INTEREST INTO A PASSION

What is a Science graduate doing at EY Corporate Advisors Pte. Ltd., a professional services firm?

Joelle Chin's journey began with an elective finance module that she took during her final year at Imperial College London. The module sparked her interest in finance, and when she saw her chance to join the EY Financial Services Assurance department in the United Kingdom, she leapt at the opportunity.

#### **Succeeding in infrastructure advisory**

In her present role, Joelle advises clients (private and public organisations) on a variety of business issues – from business case development to project development, economic analysis, raising finance for complex infrastructure projects, and more.

**“The ISCA Infrastructure and Project Finance Qualification (IPFQ) will equip entry level professionals with the right skills to kick start a career in the project finance industry”**

The job is both fulfilling and challenging. For Joelle, some challenges she faced at the start of her career involved grasping key commercial principles related to public-private partnership projects, as well as honing her financial modelling skills – which she overcame over the course of her projects.

The tenacity or ability to overcome challenges is what sets you apart. According to her, the important characteristics for those who wish to join the profession are their flexibility, aptitude for learning new skills and being able to communicate effectively.

#### **Getting a head start with the right tools**

Finally, an appetite for self-improvement is essential for succeeding in this industry. She said, “It is important to stay curious, adopt the right tools to make informed decisions regarding your training and career choices.”

# Mergers and Acquisitions Associate/ Mergers and Acquisitions Executive

## JOB ROLE DESCRIPTION

The Mergers and Acquisitions Associate/Mergers and Acquisitions Executive is responsible for execution of deliverables. He/She needs to work hands-on during the initial research phase, which includes financial statement reviews and analyses, and participates in business development and stakeholder interaction. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

He must be flexible in handling a wide range of duties throughout the mergers and acquisitions process. He may work as a generalist or specialise in areas such as infrastructure advisory or project finance.

The Mergers and Acquisitions Associate/Mergers and Acquisitions Executive would typically have had prior exposure to other accounting and advisory functions. He is diligent in scouring through documents while researching. He possesses strong time management and communication skills. He is also detail-oriented and ensures his work is error-free.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Originate deals	<ul style="list-style-type: none"> <li>Identify growth opportunities</li> <li>Conduct market analyses to gain insight on the sector</li> <li>Analyse financial statements</li> </ul>
	Evaluate project and financial feasibility	<ul style="list-style-type: none"> <li>Utilise financial models to gather data and insights for further evaluation</li> <li>Research financing options</li> <li>Compile information on potential risks that may arise from the project</li> </ul>
	Perform due diligence	<ul style="list-style-type: none"> <li>Assist in preparing analyses of historical and pro forma financial information</li> <li>Assist in preparation for diligence discussions with various parties including clients, sellers, potential bidders, lawyers and other advisors</li> <li>Assist in analysing various deal specific contractual matters including purchase agreements, concession agreements, bank finance agreements and public debt offering documents</li> <li>Identify relevant tax and accounting guidelines</li> </ul>
	Manage post-deal integration	<ul style="list-style-type: none"> <li>Gather requirements for the post-integration accounting function</li> <li>Support generation of financial reports and calculations of financial ratios</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>Conduct market analyses to understand updated trends and prospective clients' needs</li> <li>Support activities that grow the business</li> <li>Support preparation of business proposals and/or tender documents</li> <li>Support drafting of engagement and representation letters</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benchmarking	Level 3	Communication	Intermediate
	Business Acumen	Level 4	Digital Literacy	Intermediate
	Business Negotiation	Level 3	Transdisciplinary Thinking	Basic
	Capital Raising	Level 3	Problem Solving	Basic
	Conflict Management	Level 3	Global Mindset	Basic
	Corporate and Business Law	Level 3		
	Financial Analysis	Level 3		

# Mergers and Acquisitions Associate/ Mergers and Acquisitions Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Financial Management	Level 2
	Financial Modelling	Level 3
	Financial Statements Analysis	Level 3
	Information Gathering and Analysis	Level 3
	Macroeconomic Analysis	Level 3
	Post-deal Integration Management	Level 3
	Professional and Business Ethics	Level 3
	Project Execution and Control	Level 3
	Project Feasibility	Level 3
	Project Management	Level 3
	Regulatory Compliance	Level 3
	Risk Assessment	Level 4
	Risk Management	Level 3
	Stakeholder Management	Level 3
	Transaction Due Diligence	Level 2
	Treasury Management	Level 3
	Valuation	Level 2
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 2

# Mergers and Acquisitions Senior/ Mergers and Acquisitions Senior Executive

## JOB ROLE DESCRIPTION

The Mergers and Acquisitions Senior/Mergers and Acquisitions Senior Executive is in charge of day-to-day operations, from a transaction perspective. He/She manages mergers and acquisitions processes for the client engagements that he is responsible for, or the business that he belongs to. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

He participates in business development and interacts with stakeholders to manage project deliverables and timelines. He may work in an internal role within an organisation or in an advisory role in a professional services firm. He may also be a generalist or specialist in areas such as infrastructure advisory or project finance.

Due to the uncertain and fast-paced nature of the work, he needs to be flexible and well-organised. He possesses strong time management and communication skills. He is able to maintain client confidentiality and handles sensitive information with discretion.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Originate deals	<ul style="list-style-type: none"> <li>Develop growth strategy proposals</li> <li>Consolidate market insights and prepare company deck card</li> <li>Develop proposals on financing options</li> </ul>
	Evaluate project and financial feasibility	<ul style="list-style-type: none"> <li>Develop financial models</li> <li>Evaluate financing options</li> <li>Assess project risks to propose mitigation strategies</li> </ul>
	Perform due diligence	<ul style="list-style-type: none"> <li>Prepare analyses of historical and pro forma financial information</li> <li>Prepare for diligence discussions with various parties including clients, sellers, potential bidders, lawyers and other advisors</li> <li>Analyse various deal specific contractual matters including purchase agreements, concession agreements, bank finance agreements and public debt offering documents</li> <li>Consolidate relevant tax and accounting guidelines</li> </ul>
	Manage post-deal integration	<ul style="list-style-type: none"> <li>Assist in developing consolidation plans for the accounting function</li> <li>Assist with strategy, planning and execution of the integration or divestiture</li> <li>Prepare financial reports and analyse cash flow ratios to monitor ongoing management of debt and loans</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>Review content for engagement with prospective clients</li> <li>Participate in activities that grow the business</li> <li>Prepare business proposals and tender documents</li> <li>Draft engagement and representation letters</li> <li>Prepare preliminary drafts of commercial advice on project contracts</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benchmarking	Level 4	Communication	Intermediate
	Business Acumen	Level 4	Digital Literacy	Intermediate
	Business Negotiation	Level 4	Transdisciplinary Thinking	Intermediate
	Capital Raising	Level 4	Problem Solving	Intermediate
	Conflict Management	Level 4	Global Mindset	Intermediate

# Mergers and Acquisitions Senior/ Mergers and Acquisitions Senior Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Corporate and Business Law	Level 4
	Financial Analysis	Level 4
	Financial Management	Level 3
	Financial Modelling	Level 4
	Financial Statements Analysis	Level 3
	Information Gathering and Analysis	Level 4
	Macroeconomic Analysis	Level 4
	Post-deal Integration Management	Level 4
	Professional and Business Ethics	Level 4
	Project Execution and Control	Level 4
	Project Feasibility	Level 4
	Project Management	Level 4
	Regulatory Compliance	Level 3
	Risk Assessment	Level 4
	Risk Management	Level 4
	Stakeholder Management	Level 4
	Transaction Due Diligence	Level 3
	Treasury Management	Level 4
	Valuation	Level 3
<b>SPECIFIC TO PROFESSIONAL SERVICES</b>		
Business Development	Level 3	

# Mergers and Acquisitions Manager

## JOB ROLE DESCRIPTION

The Mergers and Acquisitions Manager is the second in-charge of various functions including managing transaction activities, generating and supporting the business, quality control, providing technical leadership as well as managing resources for the team.

He/She is a technical expert in mergers and acquisitions. He should possess considerable experience in mergers and acquisitions, client, stakeholder and business management, project management and team development. He oversees the process, which includes sourcing, financial modelling and evaluation of transaction opportunities. He may work in an internal role within an organisation or in an advisory role in a professional services firm. He may also be a generalist or specialist in areas such as infrastructure advisory or project finance.

In order to perform his duties effectively, he needs to be reliable when providing professional advice. He maintains a global perspective in his work and is able to see the big picture underlying a mergers and acquisitions event. He is commercially-driven, and confident in his ability to present and communicate with stakeholders. He also possesses strong negotiation skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Originate deals	<ul style="list-style-type: none"> <li>• Validate growth strategy proposals</li> <li>• Identify and assess strategic fit of acquisitions or sales</li> <li>• Validate proposals on financial options</li> </ul>
	Evaluate project and financial feasibility	<ul style="list-style-type: none"> <li>• Evaluate financial models to ensure comprehensive evaluation of relevant information</li> <li>• Validate financing options</li> <li>• Liaise with key stakeholders to implement risk allocation and management strategies</li> </ul>
	Perform due diligence	<ul style="list-style-type: none"> <li>• Review analyses of historical and pro forma financial information</li> <li>• Participate in diligence discussions with various parties including clients, sellers, potential bidders, lawyers and other advisors</li> <li>• Provide advice and recommendations on various deal specific contractual matters including purchase agreements, concession agreements, bank finance agreements and public debt offering documents</li> <li>• Advice on tax and accounting implications</li> </ul>
	Manage post-deal integration	<ul style="list-style-type: none"> <li>• Develop consolidation plans for the accounting function</li> <li>• Provide advice on strategy, planning and execution of the integration or divestiture</li> <li>• Review financial reports and cash flow ratios to ensure debts and loans are managed effectively</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>• Maintain close and regular interactions with prospective clients to understand their changing needs</li> <li>• Identify existing and potential business opportunities and participate in preliminary negotiations</li> <li>• Achieve business targets and manage financials, including budgets, profitability and work-in-progress</li> <li>• Review business proposals and/or tender documents to align with organisation bidding strategies</li> <li>• Review engagement and representation letters</li> <li>• Present commercial advice on project contracts to relevant stakeholders to achieve buy-in</li> </ul>

# Mergers and Acquisitions Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 5	Communication
	Business Acumen	Level 5	Resource Management	Advanced
	Business Negotiation	Level 5	Digital Literacy	Advanced
	Capital Raising	Level 5	Problem Solving	Advanced
	Conflict Management	Level 5	Transdisciplinary Thinking	Advanced
	Corporate and Business Law	Level 5		
	Financial Analysis	Level 5		
	Financial Management	Level 4		
	Financial Modelling	Level 5		
	Financial Statements Analysis	Level 3		
	Information Gathering and Analysis	Level 5		
	Macroeconomic Analysis	Level 5		
	Post-deal Integration Management	Level 5		
	Professional and Business Ethics	Level 5		
	Project Execution and Control	Level 5		
	Project Feasibility	Level 5		
	Project Management	Level 5		
	Regulatory Compliance	Level 4		
	Risk Assessment	Level 4		
	Risk Management	Level 5		
	Stakeholder Management	Level 5		
	Transaction Due Diligence	Level 4		
	Treasury Management	Level 5		
	Valuation	Level 4		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 4		

# Mergers and Acquisitions Partner/ Mergers and Acquisitions Director

## JOB ROLE DESCRIPTION

The Mergers and Acquisitions Partner/Mergers and Acquisitions Director is a team leader in charge of various functions including generating and growing the business, quality control, providing technical leadership as well as sourcing appropriate staff for the team. He/She is given the signing authority for any client deliverables in a consultancy role, or responsibility for corporate development in-house. He is responsible for the quality of technical output, and risk management for the business.

The Mergers and Acquisitions Partner/Mergers and Acquisitions Director is an expert in mergers and acquisitions and should possess considerable transaction experience. He has strong commercial acumen and strong quantitative skills. He is responsible for marketing and business development, client and stakeholder relationship management, and making decisions on engagements and client acceptance. He may work in an internal role within an organisation or in an advisory role in a professional services firm. He may also be a generalist or specialist in areas such as infrastructure advisory or project finance.

In order to perform his duties effectively, he needs to stay up-to-date with current events and be well-connected with key executives within his sector. He maintains a global perspective and leverages his cross-border knowledge to help drive successful project outcomes. He manages multiple projects simultaneously and is able to lead teams effectively.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Originate deals	<ul style="list-style-type: none"> <li>• Discuss growth strategy proposals with stakeholders</li> <li>• Maintain close and regular interactions with key players within the sector</li> <li>• Discuss proposals on financing options with stakeholders</li> </ul>
	Evaluate project and financial feasibility	<ul style="list-style-type: none"> <li>• Define organisation strategies for development of financial models and set guidelines to ensure risk and compliance policies are adhered to</li> <li>• Ensure alignment of proposed financing options with organisational guidelines and objectives</li> <li>• Determine organisation risk evaluation methods for project and financial feasibility studies</li> </ul>
	Perform due diligence	<ul style="list-style-type: none"> <li>• Oversee overall due diligence processes</li> <li>• Conduct diligence discussions with various parties including clients, sellers, potential bidders, lawyers and other advisors</li> <li>• Validate advice and recommendations on various deal-specific contractual matters including purchase agreements, concession agreements, bank finance agreements and public debt offering documents</li> <li>• Translate highly technical and complex information in professional standards into useful business insights for stakeholders</li> </ul>
	Manage post-deal integration	<ul style="list-style-type: none"> <li>• Validate consolidation plans for the accounting function</li> <li>• Validate advice on strategy, planning and execution of the integration or divestiture</li> <li>• Provide financial report updates to relevant stakeholders to ensure that cash flow ratios are managed appropriately</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>• Establish strategic business partner relationships with prospective clients</li> <li>• Lead client negotiations for origination</li> <li>• Provide strategic vision and leadership for the business</li> <li>• Define guidelines and bidding strategies for business proposal and/or tender preparation</li> <li>• Endorse engagement and representation letters</li> <li>• Establish processes for providing commercial advice on project contracts</li> </ul>



# Mergers and Acquisitions Partner/ Mergers and Acquisitions Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 5	Communication
	Business Acumen	Level 6	Resource Management	Advanced
	Business Negotiation	Level 6	Digital Literacy	Advanced
	Capital Raising	Level 5	Transdisciplinary Thinking	Advanced
	Conflict Management	Level 6	Problem Solving	Advanced
	Corporate and Business Law	Level 6		
	Financial Analysis	Level 6		
	Financial Management	Level 5		
	Financial Modelling	Level 6		
	Financial Statements Analysis	Level 3		
	Information Gathering and Analysis	Level 6		
	Macroeconomic Analysis	Level 5		
	Post-deal Integration Management	Level 5		
	Professional and Business Ethics	Level 6		
	Project Execution and Control	Level 6		
	Project Feasibility	Level 6		
	Project Management	Level 6		
	Regulatory Compliance	Level 5		
	Risk Assessment	Level 4		
	Risk Management	Level 5		
	Stakeholder Management	Level 6		
	Transaction Due Diligence	Level 5		
	Treasury Management	Level 6		
	Valuation	Level 5		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 5		

# Business Valuation

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## Deals Advisory Associate

Dennis Teo  
PwC

### WHAT IS THE VALUE OF YOUR PASSION?

While some people are born with a calling in life, many of us need a spark of inspiration to find what drives us.

For Dennis Teo, that moment came when he was offered a business valuation course in university. He was fascinated with it and decided to pursue a career in the field. Today, Dennis is a Deals Advisory Associate at PricewaterhouseCoopers (PwC) with one and a half years of experience under his belt.

#### **The business of valuing businesses**

His role at PwC is to determine the value of businesses. This is important as clients who wish to acquire these businesses, need to know how much they should pay for them. This is determined by a variety of factors, including the business's profitability, growth prospects, risk profile, and much more.

Valuing businesses is a high-stakes task. Dennis knows that any mistake could cost his clients significantly. It is a challenging line to be in, as Dennis admits that the hours can be long and stress levels can be high – but for the tenacious and strong-willed, this is a challenge that is well-worth embarking on. In fact, he relishes the challenges as they inspire him to keep learning and improving.

**“When you’re doing a job that aligns with your passion, you grow alongside your job.”**

#### **Traits for success: Tenacity, excelling under pressure, passion**

While Dennis welcomes aspiring business valuation professionals, he shares that this career is not for the faint of heart. For these fresh faces, he believes that tenacity and the ability to thrive under pressure are important traits for success.

For Dennis, the key to excelling is passion. This means that he is always motivated to investigate what makes each business tick, learn how they conduct business, calculate what they own, and value each company accurately.

#### **Using the Skills Framework as a guide to setting career goals**

While Dennis is still early in his career, his experience at PwC has inspired him to improve his skills, set goals and advance his standing as a business valuation professional.

He highlights the Skills Framework for Accountancy, saying, “The Skills Framework helps people to better prepare, by letting them know what skills are required of them to perform well. With these skills in mind, you can set goals towards achieving them.”

# Business Valuation Associate/ Business Valuation Executive

## JOB ROLE DESCRIPTION

The Business Valuation Associate/Business Valuation Executive has significant responsibility for execution of deliverables. He/She needs to work hands-on on the valuation analysis. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

The Business Valuation Associate/Business Valuation Executive participates in business development and stakeholder interaction. He has minimal experience and is expected to embark on a steep learning curve to acquire various skills and expertise in business valuation including valuation of intangible assets. He possesses strong time management and communication skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Carry out valuation	<ul style="list-style-type: none"> <li>Perform fieldwork</li> <li>Perform follow-up steps on the fieldwork and adhere to the schedule of engagement</li> <li>Apply the relevant valuation related standards and guidelines consistent with the subject matter and the purpose of the valuation</li> <li>Adhere to standards of ethics</li> </ul>	In accordance with the International Valuation Standards Council's Code of Ethical Principles for Professional Valuers
	Maintain quality assurance in processes	<ul style="list-style-type: none"> <li>Maintain quality and continuous improvement in the valuation process</li> <li>Highlight lapses in quality assurance</li> </ul>	
	<b>Specific to Professional Services</b> Participate in business development	<ul style="list-style-type: none"> <li>Support activities that grow the business</li> <li>Support preparation of business proposals</li> <li>Support drafting of engagement and representation letters</li> </ul>	
	Participate in stakeholder engagement	<ul style="list-style-type: none"> <li>Support colleagues in interaction with stakeholders</li> <li>Prepare content for engagement with stakeholders</li> </ul>	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benchmarking	Level 3	Interpersonal Skills	Basic
	Business Acumen	Level 4	Digital Literacy	Basic
	Business Planning	Level 4	Problem Solving	Basic
	Corporate and Business Law	Level 3	Lifelong Learning	Basic
	Data Analytics	Level 4	Teamwork	Basic
	Data Governance	Level 4		
	Digital Technology Environment Scanning	Level 3		
	Financial Analysis	Level 3		
	Financial Modelling	Level 3		
Macroeconomic Analysis	Level 3			

# Business Valuation Associate/ Business Valuation Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Professional and Business Ethics	Level 3
	Stakeholder Management	Level 3
	Taxation Laws	Level 3
	Valuation Approaches and Methodologies	Level 3
	Valuation Conclusion and Reporting	Level 3
	Valuation of Different Classes of Interest	Level 3
	Valuation Research and Analysis	Level 3
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 3

# Business Valuation Senior/ Business Valuation Senior Executive

## JOB ROLE DESCRIPTION

The Business Valuation Senior/Business Valuation Senior Executive is in charge of day to day operations, from a valuation perspective. He/She manages the valuation exercise for the client engagements that he is responsible for, or the business that he belongs to. He is expected to adhere to standards of ethics and maintain quality assurance in processes.

The Business Valuation Senior/Business Valuation Senior Executive participates in business development and is expected to interact with stakeholders to manage project deliverables and timeline. He has a significant level of technical expertise including valuation of intangible assets and is very hands on with the valuation exercise. He possesses strong time management and communication skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Supervise the valuation	<ul style="list-style-type: none"> <li>Perform and review fieldwork</li> <li>Perform follow-up steps on the fieldwork and monitor progress of engagement</li> <li>Apply and review the relevant valuation related standards and guidelines to ensure consistency with the subject matter and the purpose of the valuation</li> <li>Adhere to standards of ethics</li> </ul>	In accordance with the International Valuation Standards Council's Code of Ethical Principles for Professional Valuers
	Maintain quality assurance in processes	<ul style="list-style-type: none"> <li>Foster and maintain quality and continuous improvement in the valuation process</li> <li>Propose solution to address lapses in quality assurance</li> </ul>	
	<b>Specific to Professional Services</b> Participate in business development	<ul style="list-style-type: none"> <li>Participate in activities that grow the business</li> <li>Prepare business proposals</li> <li>Draft engagement and representation letters</li> </ul>	
	Participate in stakeholder engagement	<ul style="list-style-type: none"> <li>Interact with stakeholders to manage project deliverables and timelines</li> <li>Review content for engagement with stakeholders</li> </ul>	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benchmarking	Level 4	Sense Making	Intermediate
	Business Acumen	Level 4	Interpersonal Skills	Intermediate
	Business Planning	Level 4	Teamwork	Intermediate
	Corporate and Business Law	Level 4	Communication	Basic
	Data Analytics	Level 4	Digital Literacy	Intermediate
	Data Governance	Level 4		
	Digital Technology Environment Scanning	Level 4		
	Financial Analysis	Level 4		
	Financial Modelling	Level 4		
	Macroeconomic Analysis	Level 4		

# Business Valuation Senior/ Business Valuation Senior Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Professional and Business Ethics	Level 4
	Project Execution and Control	Level 4
	Project Feasibility	Level 3
	Stakeholder Management	Level 4
	Taxation Laws	Level 4
	Valuation Approaches and Methodologies	Level 4
	Valuation Conclusion and Reporting	Level 4
	Valuation of Different Classes of Interest	Level 4
	Valuation Research and Analysis	Level 4
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 4

# Business Valuation Manager

## JOB ROLE DESCRIPTION

The Business Valuation Manager is second-in-charge of various functions including managing the valuation, generating and supporting the business, quality control, technical leadership as well as sourcing appropriate staff for the team.

The Business Valuation Manager is a technical expert in all areas of valuation including valuation of intangible assets. He/She should possess considerable amount of experience in valuation, client, stakeholder and business management, project management and team development.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/REGULATED OCCUPATIONS)
	Manage the valuation	<ul style="list-style-type: none"> <li>Review and evaluate fieldwork</li> <li>Review progress of engagement and recommend follow-up steps</li> <li>Review and evaluate the relevant valuation related standards and guidelines to ensure consistency with the subject matter and the purpose of the valuation</li> <li>Advocate standards of ethics among staff</li> </ul>	In accordance with the International Valuation Standards Council's Code of Ethical Principles for Professional Valuers
	Advocate quality assurance in processes	<ul style="list-style-type: none"> <li>Foster and advocate quality and continuous improvement in the valuation process</li> <li>Evaluate solution to address lapses in quality assurance</li> </ul>	
	<b>Specific to Professional Services</b> Lead business development	<ul style="list-style-type: none"> <li>Identify existing and potential business opportunities</li> <li>Achieve business targets and manage financials, including budgets, profitability and work-in-progress</li> <li>Review business proposals</li> <li>Review engagement and representation letters</li> </ul>	
Manage stakeholder engagement	<ul style="list-style-type: none"> <li>Evaluate risks and threats of engagements</li> <li>Manage stakeholder expectations and project timelines</li> <li>Evaluate content for engagement with stakeholders</li> </ul>		

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Benchmarking	Level 4	Decision Making	Advanced
	Business Acumen	Level 5	Problem Solving	Intermediate
	Business Planning	Level 5	Interpersonal Skills	Intermediate
	Corporate and Business Law	Level 5	Sense Making	Advanced
	Data Analytics	Level 4	Developing People	Intermediate



# Business Valuation Manager

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Data Governance	Level 4
	Digital Technology Environment Scanning	Level 4
	Financial Analysis	Level 4
	Financial Modelling	Level 5
	Financial Statements Analysis	Level 5
	Macroeconomic Analysis	Level 5
	Professional and Business Ethics	Level 5
	Project Execution and Control	Level 5
	Project Feasibility	Level 4
	Stakeholder Management	Level 5
	Taxation Laws	Level 5
	Valuation Approaches and Methodologies	Level 5
	Valuation Conclusion and Reporting	Level 5
	Valuation of Different Classes of Interest	Level 5
	Valuation Research and Analysis	Level 5
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
Business Development	Level 5	

# Business Valuation Partner/ Business Valuation Director

## JOB ROLE DESCRIPTION

The Business Valuation Partner/Business Valuation Director is a team leader in charge of various functions including generating business and growing the business, quality control, technical leadership as well as sourcing appropriate staff for the team. He/She is given the signing authority for any client deliverables in a consultancy role, or responsibility for corporate development in-house. He is not only responsible for the quality of technical output, but also for risk management for the business.

The Business Valuation Partner/Business Valuation Director is also looked upon as an expert in valuation and should possess considerable amount of valuation experience including valuation of intangible assets. He is responsible for marketing and business development, client and stakeholder relationship management, and making decisions on engagements and client acceptance.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Lead the valuation	<ul style="list-style-type: none"> <li>Evaluate and determine the relevant valuation related standards and guidelines to ensure consistency with the subject matter and the purpose of the valuation</li> <li>Review progress of engagement and determine follow-up steps</li> <li>Evaluate and assess fieldwork</li> <li>Foster ethics and values within the organisation</li> <li>Establish the ethical climate of the organisation</li> </ul>	In accordance with the International Valuation Standards Council's Code of Ethical Principles for Professional Valuers
Advocate quality assurance in processes	<ul style="list-style-type: none"> <li>Foster an environment that promotes quality and continuous improvement in the valuation process</li> <li>Assess solution to address lapses in quality assurance</li> </ul>		
<b>Specific to Professional Services</b> Lead business development	<ul style="list-style-type: none"> <li>Oversee business goals</li> <li>Provides strategic vision and leadership for the business</li> <li>Steer organisation to achieve objectives and targets</li> <li>Evaluate new ways to transform and grow business against global changing business environment</li> <li>Endorse business proposals</li> <li>Endorse engagement and representation letters</li> </ul>		
Lead stakeholder engagement	<ul style="list-style-type: none"> <li>Evaluate risks and threats of engagements</li> <li>Establish strategic business partner relationships</li> <li>Develop relationships at the C-Suite and Board level</li> <li>Promote new ideas and business solutions to stakeholders</li> </ul>		

# Business Valuation Partner/ Business Valuation Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 5	Decision Making
	Business Acumen	Level 6	Leadership	Advanced
	Business Planning	Level 6	Interpersonal Skills	Advanced
	Corporate and Business Law	Level 5	Sense Making	Advanced
	Data Analytics	Level 4	Developing People	Advanced
	Data Governance	Level 4		
	Digital Technology Environment Scanning	Level 5		
	Financial Analysis	Level 4		
	Financial Modelling	Level 6		
	Financial Statements Analysis	Level 5		
	Macroeconomic Analysis	Level 5		
	Professional and Business Ethics	Level 6		
	Project Execution and Control	Level 6		
	Project Feasibility	Level 5		
	Stakeholder Management	Level 6		
	Taxation Laws	Level 5		
	Valuation Approaches and Methodologies	Level 6		
	Valuation Conclusion and Reporting	Level 6		
	Valuation of Different Classes of Interest	Level 6		
	Valuation Research and Analysis	Level 6		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 6		

# Financial Forensics

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## Assistant Manager, Risk Consulting Forensics

Suhailah Sa'adon  
KPMG Forensic in Singapore

### THE LIFE OF A FINANCIAL DETECTIVE

When Suhailah Sa'adon embarked on a career in banking and finance, she had imagined spending a lifetime in the industry. However, fate had other plans – and Suhailah soon realised that her true passion was waiting to be uncovered, somewhere elsewhere.

As fate would have it, Suhailah had the opportunity to try her hand at compliance – and loved it. Five years on, she is an Assistant Manager at KPMG Forensic in Singapore, where she handles financial forensics – a field that is as intriguing as it sounds!

#### What is financial forensics?

Suhailah explains that financial forensics is used to identify criminal financial activity that could be happening within an organisation. In her role, Suhailah combines investigative abilities with financial auditing skills – making her a real-world Nancy Drew!

Forensic work is complex, ranging from anti-money laundering activities to breaches in company regulations, and more. Collaboration is key as Suhailah needs to work closely with multiple teams and different people to gather relevant information to ensure that the evidence she collects is complete.

**“The Skills Framework for Accountancy gives you a wide range of skills that can help you plan your future, and it helps you see what skills you need to improve on.”**

#### **A positive attitude – and levelling up your skills – goes a long way**

We ask Suhailah what special traits aspiring financial sleuths should have to enter the field. Her simple answer surprises us.

“Have a positive attitude.”

She explains that in financial forensics, investigations can take a long time. Having a positive attitude is essential to keep you and those around you in good spirits.

Suhailah applies her positive attitude towards upskilling as well, which is crucial as technology becomes an integral part of our lives. The super sleuth is also working on improving her communication skills to engage more effectively with both clients and colleagues. She says that the Skills Framework for Accountancy is a great place to start. “We have to keep up with technology and utilise artificial intelligence, machine learning and data analytics to our advantage.”

# Financial Forensics Associate/ Financial Forensics Executive

## JOB ROLE DESCRIPTION

The Financial Forensics Associate/Financial Forensics Executive supports his/her reporting officer and/or financial forensics team in delivering forensic investigation, prevention and detection activities. He supports foundational work such as data collection and analysis, report preparation and fraud risk identification. He works closely with the audit, legal, risk and compliance teams to gather and analyse data, providing assistance in data gathering activities such as retrieving electronically stored information.

The Financial Forensics Associate/Financial Forensics Executive may work as an internal forensic specialist or as an external consultant providing consultant services to other organisations, where he may be based in clients' office. He would typically have had prior exposure to other accounting and advisory functions. He should be results-oriented and meticulous in his work to identify risks, gaps and potential red flags. He applies the principles of the Code of Professional Conduct and Ethics in all his tasks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform fraud prevention activities	<ul style="list-style-type: none"> <li>• Execute assigned tasks in the fraud risk identification exercises</li> <li>• Document activities undertaken as part of the fraud prevention exercises</li> <li>• Perform administrative support for development of fraud risk management frameworks</li> <li>• Assist in collation of materials for training in fraud awareness and fraud prevention to both internal and external parties</li> <li>• Understand relevant laws and regulatory tools needed in the process of fraud prevention</li> </ul>
Detect fraud	<ul style="list-style-type: none"> <li>• Assist in conducting fraud risk assessments</li> <li>• Assist in analysing information and documents using forensic technologies while preserving the chain of custody</li> <li>• Assist in applying data analytical techniques to identify anomalies in the data set which may be indicative of fraudulent activity</li> <li>• Apply relevant laws and regulatory tools in process of detecting fraud</li> </ul>	
Conduct fraud investigations	<ul style="list-style-type: none"> <li>• Assist to manage documents extracted</li> <li>• Take down minutes of interviews</li> <li>• Assist to perform e-discovery of information using forensic technologies</li> <li>• Assist to review evidence gathered for accuracy, validity, relevance and reliability</li> <li>• Execute steps to manage evidence gathered by preserving chain of custody</li> <li>• Assist to conduct root cause and/or diagnostic analyses for fraud occurrence</li> <li>• Collect data to conduct damage analyses and quantification</li> <li>• Assist to prepare reports of findings for stakeholders</li> </ul>	
Provide litigation support	<ul style="list-style-type: none"> <li>• Assist to collect data to develop case reports</li> <li>• Assist to collate data to corroborate expert reports</li> <li>• Provide administrative support in drafting statements for litigation support</li> <li>• Assist in developing reports for advisement on settlement</li> <li>• Collate supporting documents to be used in court</li> </ul>	
Adhere to professional standards	<ul style="list-style-type: none"> <li>• Act in accordance with professional standards</li> <li>• Identify risks of ethical conflicts and threats to independence</li> <li>• Escalate identified risks of ethical conflicts and threats to independence to management</li> </ul>	

# Financial Forensics Associate/ Financial Forensics Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 4	Communication
	Corporate and Business Law	Level 2	Digital Literacy	Intermediate
	Cyber Security	Level 4	Sense Making	Basic
	Digital Forensics	Level 3	Computational Thinking	Basic
	Digital Technology Environment Scanning	Level 3	Problem Solving	Basic
	Evidence Management	Level 3		
	Financial Crime Laws and Regulations	Level 3		
	Financial Statements Analysis	Level 4		
	Forensic Data Analytics	Level 3		
	Fraud Detection and Prevention	Level 3		
	Fraud Investigation Planning and Execution	Level 3		
	Litigation Support	Level 3		
	Professional and Business Ethics	Level 4		
	Professional Scepticism and Judgment	Level 3		
	Programming and Coding	Level 2		
	Project Execution and Control	Level 2		
	Regulatory Risk Assessment	Level 4		
	Stakeholder Management	Level 3		

# Financial Forensics Senior/ Financial Forensics Senior Executive

## JOB ROLE DESCRIPTION

The Financial Forensics Senior/Financial Forensics Senior Executive leads his/her financial forensics team in delivering forensic investigation, prevention and detection activities, reporting directly to his reporting officer for clearance and review.

The Financial Forensics Senior/Financial Forensics Senior Executive leads fraud risk identification exercises, harnessing technology in data analyses and monitoring activities. He develops the fraud risk management frameworks and provides recommendations to improve prevention and detection of fraud schemes. He partners with audit, legal, risk and compliance teams to provide data and information needed to conduct investigations, and detection and prevention activities. He supports in developing materials for litigation purposes.

The Financial Forensics Senior/Financial Forensics Senior Executive may work as an internal forensic specialist or as an external consultant providing consultancy services to other organisations, where he may be based in clients' office. He should be meticulous in his work, which involves identifying discrepancies and risks using technology. He possesses the ability to think strategically, managing the various stakeholders involved while working toward the end goal. He applies the principles of the Code of Professional Conduct and Ethics in all his tasks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform fraud prevention activities	<ul style="list-style-type: none"> <li>• Provide inputs in the development of plans for fraud risk identification exercises</li> <li>• Conduct fraud risk identification exercises</li> <li>• Conduct gap analyses of existing fraud prevention frameworks within the organisation</li> <li>• Provide recommendations to improve prevention of fraud schemes</li> <li>• Develop fraud risk management frameworks</li> <li>• Support delivery of training in fraud awareness and fraud prevention to both internal and external parties</li> <li>• Apply relevant laws and regulatory tools in the process of fraud prevention</li> </ul>
	Detect fraud	<ul style="list-style-type: none"> <li>• Provide input in the development of plans for fraud risk assessment</li> <li>• Conduct fraud risk assessments</li> <li>• Perform e-discovery of relevant data and information</li> <li>• Analyse information and documents using forensic technologies while preserving the chain of custody</li> <li>• Use data analytics to identify anomalies in the data set which may be indicative of fraudulent activities</li> <li>• Assist in preparing materials for conducting interviews and workshops to get views and information</li> <li>• Identify relevant laws and regulatory tools needed in the process of detecting fraud</li> </ul>



# Financial Forensics Senior/ Financial Forensics Senior Executive

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Conduct fraud investigations	<ul style="list-style-type: none"> <li>• Provide inputs in developing fraud investigation plans</li> <li>• Identify sources of evidence</li> <li>• Draft interview questions for fraud investigation</li> <li>• Assist to conduct interviews to gather data</li> <li>• Perform e-discovery of information using forensic technologies</li> <li>• Review evidence gathered for accuracy, validity, relevance and reliability</li> <li>• Assist to manage evidences gathered by preserving chain of custody</li> <li>• Conduct root cause and/or diagnostic analyses for fraud occurrence</li> <li>• Communicate with internal and external stakeholders involved in the investigation</li> <li>• Conduct damage analyses and quantification</li> <li>• Prepare reports of findings for stakeholders</li> </ul>
	Provide litigation support	<ul style="list-style-type: none"> <li>• Collect data to develop case reports</li> <li>• Collate data to corroborate expert reports</li> <li>• Draft statements for litigation support</li> <li>• Develop reports for advisement on settlement</li> <li>• Cooperate with law enforcement personnel and lawyers in performing investigations</li> <li>• Assist to prepare testimonies to be used in court</li> </ul>
	Adhere to professional standards	<ul style="list-style-type: none"> <li>• Comply to professional standards</li> <li>• Evaluate risks of ethical conflicts and threats to independence</li> <li>• Communicate risks of ethical conflicts and threats to independence to management</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting Standards	Level 5	Computational Thinking	Basic
	Conflict Management	Level 4	Digital Literacy	Advanced
	Corporate and Business Law	Level 3	Creative Thinking	Intermediate
	Cyber Security	Level 4	Sense Making	Intermediate
	Digital Forensics	Level 4	Communication	Intermediate
	Digital Technology Environment Scanning	Level 4		
	Evidence Management	Level 4		
	Financial Crime Laws and Regulations	Level 4		
	Financial Statements Analysis	Level 5		
	Forensic Data Analytics	Level 4		
	Fraud Detection and Prevention	Level 4		
	Fraud Investigation Planning and Execution	Level 4		
	Internal Controls	Level 4		
Litigation Support	Level 4			
Professional and Business Ethics	Level 4			

# Financial Forensics Senior/ Financial Forensics Senior Executive

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Professional Scepticism and Judgment	Level 3
	Programming and Coding	Level 2
	Project Execution and Control	Level 3
	Project Management	Level 3
	Regulatory Risk Assessment	Level 4
	Risk Assessment	Level 4
	Stakeholder Management	Level 4
	Valuation Approaches and Methodologies	Level 3

# Financial Forensics Manager

## JOB ROLE DESCRIPTION

The Financial Forensics Manager guides his/her financial forensics team in delivering forensic investigation, prevention and detection activities, reviewing and communicating the results and recommendations to clients and stakeholders.

The Financial Forensics Manager reviews findings from fraud risk identification exercises and fraud investigations and recommendations to improve prevention and detection of fraud schemes. He critiques other expert reports and provides advice on settlements for litigation purposes. He also engages in business development opportunities, developing proposals for clients if in an external consultant role. He conducts fraud awareness and fraud prevention training for both internal and external parties.

The Financial Forensics Manager may manage the internal team or a team of forensic consultants who provide forensic services to external clients. He should be results-oriented in his work and is able to deliver reports and findings needed for different client groups. He is able to communicate with senior management and stakeholders on sensitive issues. He applies the principles of the Code of Professional Conduct and Ethics in all his tasks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform fraud prevention activities	<ul style="list-style-type: none"> <li>• Develop plans for fraud risk identification exercises</li> <li>• Review findings from fraud risk identification exercises</li> <li>• Review findings from gap analyses</li> <li>• Review recommendations to improve prevention of fraud schemes</li> <li>• Lead development of fraud risk management frameworks</li> <li>• Oversee training in fraud awareness and fraud prevention to both internal and external parties</li> <li>• Advise on relevant laws and regulatory tools needed in fraud prevention</li> </ul>
	Detect fraud	<ul style="list-style-type: none"> <li>• Develop plans for fraud risk assessments</li> <li>• Review results of fraud risk assessments</li> <li>• Review data and information discovered for relevance</li> <li>• Review efficacy of forensic technologies in monitoring and analysis of information and documents</li> <li>• Review findings from data analytics to support or refute the allegations of fraudulent activities</li> <li>• Conduct interviews and workshops to get views and information relevant to the exercises</li> <li>• Advise on relevant laws and regulatory tools needed to detect fraud</li> </ul>
	Conduct fraud investigations	<ul style="list-style-type: none"> <li>• Develop fraud investigation plans</li> <li>• Manage resources deployed to conduct fraud investigations</li> <li>• Partner with stakeholders to grant access to evidence bases</li> <li>• Review drafted interview questions</li> <li>• Conduct interviews to gather data</li> <li>• Oversee the process of e-discovery of information using forensic technologies</li> <li>• Review collated findings of evidence review by seniors and associates</li> <li>• Manage evidences gathered by preserving the chain of custody</li> <li>• Review findings from root cause and/or diagnostic analyses</li> <li>• Determine impact to the organisation from damage analyses and quantification</li> <li>• Present findings to stakeholders</li> </ul>

# Financial Forensics Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide litigation support	<ul style="list-style-type: none"> <li>• Determine data needed for case reports</li> <li>• Critique other expert reports</li> <li>• Review statements for litigation support</li> <li>• Advise on the settlement</li> <li>• Liaise with law enforcement personnel and lawyers in performing investigations</li> <li>• Prepare findings and reports to stakeholders in a manner that is easy to understand</li> <li>• Provide testimonies and evidence for proposed resolutions and in court</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>• Identify business development opportunities</li> <li>• Develop proposals tailored to meet clients' requirements</li> <li>• Maintain a high level of working knowledge of financial crimes-related trends and emerging technical and/or industry development</li> <li>• Collaborate with colleagues in other departments to generate business development opportunities</li> </ul>
	Advocate professional standards	<ul style="list-style-type: none"> <li>• Ensure adherence to professional standards by team members</li> <li>• Determine responses to ethical conflicts and threats to independence</li> <li>• Communicate responses to ethical conflicts and threats to independence to stakeholders</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting Standards	Level 5	Sense Making	Intermediate
	Conflict Management	Level 5	Digital Literacy	Advanced
	Corporate and Business Law	Level 4	Creative Thinking	Intermediate
	Cyber Security	Level 5	Communication	Advanced
	Digital Forensics	Level 5	Problem Solving	Intermediate
	Digital Technology Environment Scanning	Level 5		
	Evidence Management	Level 5		
	Financial Crime Laws and Regulations	Level 5		
	Financial Statements Analysis	Level 5		
	Forensic Data Analytics	Level 5		
	Fraud Detection and Prevention	Level 5		
	Fraud Investigation Planning and Execution	Level 5		
	Governance	Level 4		
	Internal Controls	Level 5		
	Litigation Support	Level 5		
	Professional and Business Ethics	Level 5		
	Professional Scepticism and Judgment	Level 4		
	Programming and Coding	Level 3		
	Project Execution and Control	Level 4		

# Financial Forensics Manager

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Project Management	Level 4
	Regulatory Risk Assessment	Level 5
	Risk Assessment	Level 5
	Stakeholder Management	Level 5
	Valuation Approaches and Methodologies	Level 4
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 5

# Financial Forensics Partner/ Financial Forensics Director

## JOB ROLE DESCRIPTION

The Financial Forensics Partner/Financial Forensics Director provides the overall direction for the financial forensics team, identifying opportunities for growth and further collaborations.

He/She approves reports and recommendations developed by the team, manages overall investigation and provides expert testimonies as an expert witness in arbitrations, mediations, dispute resolutions and expert determinations. He also establishes strategic business partnerships with stakeholders and partners with stakeholders to identify litigation requirements. He may work with regulatory bodies such as the Monetary Authority of Singapore, Singapore Exchange and Commercial Affairs Department of the Singapore Police Force.

The Financial Forensics Partner/Financial Forensics Director may manage the internal team or a team of forensic consultants who provide forensic services to external clients. He should be highly experienced in the areas of assurance and risk management, and acts as the approving authority for reports and recommendations. He communicates effectively with potential clients and stakeholders who may require forensic services. He applies the principles of the Code of Professional Conduct and Ethics in all his tasks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform fraud prevention activities	<ul style="list-style-type: none"> <li>• Endorse plans for fraud risk identification exercises</li> <li>• Lead fraud risk identification exercises</li> <li>• Communicate results of gap analyses to stakeholders</li> <li>• Approve recommendations to improve prevention of fraud schemes</li> <li>• Review developed fraud risk management framework</li> <li>• Advocate training in fraud awareness and fraud prevention within the organisation</li> <li>• Influence development of laws and regulatory tools used in fraud prevention</li> </ul>
	Detect fraud	<ul style="list-style-type: none"> <li>• Endorse plans for fraud risk assessment</li> <li>• Lead fraud risk assessments</li> <li>• Ensure e-discovery complies with regulations and standards governing confidentiality</li> <li>• Identify forensic technologies and techniques to be used in monitoring and analysing information and documents</li> <li>• Endorse results of e-discovery and analytics to support or refute allegations of fraudulent activities</li> <li>• Conduct interviews and workshops with senior stakeholders to get views and information relevant to the exercises</li> <li>• Influence development of laws and regulatory tools used to detect fraud</li> </ul>
	Conduct fraud investigations	<ul style="list-style-type: none"> <li>• Approve fraud investigation plans</li> <li>• Lead overall fraud investigations</li> <li>• Build relationships with relevant government and regulatory bodies in performing fraud investigations</li> <li>• Conduct interviews with senior stakeholders to gather data</li> <li>• Formulate strategies for evidence gathering and management</li> <li>• Formulate methodologies to perform root cause and/or diagnostic analyses</li> <li>• Resolve disputes that may arise during course of investigations</li> <li>• Plan mitigation strategies to manage impact to the organisation from damage analyses and quantification</li> <li>• Review reports of findings for stakeholders</li> </ul>

# Financial Forensics Partner/ Financial Forensics Director

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide litigation support	<ul style="list-style-type: none"> <li>• Partner with stakeholders to identify litigation requirements</li> <li>• Communicate critiques of expert reports to stakeholders</li> <li>• Approve statements for litigation support</li> <li>• Negotiate settlements with stakeholders</li> <li>• Collaborate with law enforcement personnel and lawyers in planning investigations</li> <li>• Present findings and reports to stakeholders in a manner that is easy to understand</li> <li>• Testify as an expert witness in arbitrations, mediations, dispute resolutions and in expert determinations</li> </ul>
	<b>Specific to Professional Services</b> Perform business development	<ul style="list-style-type: none"> <li>• Plan strategies for new areas of business development</li> <li>• Approve proposals to clients or organisations</li> <li>• Present proposals to potential clients and stakeholders</li> <li>• Work with relevant regulatory bodies to shape the industry for financial forensics</li> <li>• Establish strategic business partnerships with stakeholders</li> <li>• Collaborate with external parties to generate business development opportunities</li> </ul>
	Advocate professional standards	<ul style="list-style-type: none"> <li>• Shape standards development to promote public confidence</li> <li>• Develop effective guidelines to build ethical culture</li> <li>• Approve communications of risks and responses to stakeholders</li> <li>• Advocate professional development within the organisation</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting Standards	Level 6	Communication	Advanced
	Conflict Management	Level 6	Sense Making	Advanced
	Corporate and Business Law	Level 5	Creative Thinking	Intermediate
	Cyber Security	Level 5	Problem Solving	Advanced
	Digital Forensics	Level 5	Digital Literacy	Advanced
	Digital Technology Environment Scanning	Level 5		
	Evidence Management	Level 5		
	Financial Crime Laws and Regulations	Level 5		
	Financial Statements Analysis	Level 6		
	Forensic Data Analytics	Level 5		
	Fraud Detection and Prevention	Level 6		
	Fraud Investigation Planning and Execution	Level 6		
	Governance	Level 5		
	Internal Controls	Level 6		
	Litigation Support	Level 5		
	Professional and Business Ethics	Level 6		
Professional Scepticism and Judgment	Level 5			

# Financial Forensics Partner/ Financial Forensics Director

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Programming and Coding	Level 3
	Project Execution and Control	Level 5
	Project Management	Level 5
	Regulatory Risk Assessment	Level 6
	Risk Assessment	Level 6
	Stakeholder Management	Level 6
	Valuation Approaches and Methodologies	Level 5
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
	Business Development	Level 6



# Notes

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# Assurance

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## Audit Partner/ Audit Director

Kon Yin Tong  
Foo Kon Tan LLP

### ACCOUNTING FOR THE GAPS IN SKILLS

As the saying goes, great leaders are made, not born. A regular speaker at seminars and conferences, the President of the Institute of Singapore Chartered Accountants (ISCA) and Managing Partner of Foo Kon Tan LLP, Kon Yin Tong, has made his name as a leading figure in accountancy.

You could also say Yin Tong was born to be a leader. He had the conviction to be a professional, and when the time came to choose between law and accountancy, he followed his father's footsteps and became a chartered accountant. Knowing that his strength was in numbers, instead of words, also helped.

With 30 years of experience, Yin Tong has seen and been through the ever-changing requirements of the business. As such, he sees the value of continual learning, the ability to adapt and the keenness to innovate. In this business, learning the needs of clients, and the ins and outs of their industries is critical.

**“The Skills Framework will provide good insight into the types of skills that are required for the profession at all levels.”**

If you ask him what else is critical to success in the accountancy business, Yin Tong will say it is his people. His wish is to groom them into next generation leaders to take his firm into the future. However, it is also people who present the biggest challenge for him – in the form of resistance to change. This is where his belief in that empowering them with the ability to achieve their goals goes a long way towards motivating them to keep adapting and learning.

Continual learning starts at the top for Foo Kon Tan LLP, with Yin Tong looking to acquire coaching and mentoring skills to better groom successors for the firm. When asked how the Skills Framework will help those in the industry, Yin Tong says, “The Skills Framework will provide good insight into the types of skills that are required for the profession at all levels. Through this benchmarking, we can identify where our own gaps and skills needs are, and the types of programmes that are available to address them.”

# Audit Associate/Audit Assistant Associate

## JOB ROLE DESCRIPTION

The Audit Associate/Audit Assistant Associate undertakes specific stages of audit work under supervision. He/She begins to appreciate the underlying principles behind the tasks assigned to him as part of the audit plan. He is also able to make adjustments to the application of skills to improve the work tasks or solve non-complex issues.

The Audit Associate/Audit Assistant Associate operates in a structured work environment. He is able to build relationships, work in a team and identify ethical issues with reference to the code of professional conduct and ethics. He is able to select and apply from a range of known solutions to familiar problems and takes responsibility for his own learning and performance. He is a trustworthy and meticulous individual.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Perform assurance engagement activities	<ul style="list-style-type: none"> <li>• Execute assigned engagement-related tasks under supervision</li> <li>• Perform assurance engagement in compliance with professional standards</li> <li>• Obtain evidence to corroborate information</li> <li>• Harness technology to gather and analyse data</li> <li>• Identify significant accounting and auditing issues</li> <li>• Check information accompanying the assurance report to validate accuracy</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>
	Support engagement team	<ul style="list-style-type: none"> <li>• Identify areas for personal development to improve work performance</li> <li>• Communicate effectively in the work environment</li> </ul>	
	Adhere to professional standards	<ul style="list-style-type: none"> <li>• Act in accordance with professional standards when providing assurance services</li> <li>• Identify ethical conflicts in the work environment</li> </ul>	

# Audit Associate/Audit Assistant Associate

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 4	Problem Solving
	Auditing and Assurance Standards	Level 4	Communication	Basic
	Auditor Independence	Level 4	Teamwork	Basic
	Business Acumen	Level 4	Digital Literacy	Intermediate
	Cyber Security	Level 3	Service Orientation	Basic
	Data Analytics	Level 3		
	Date Governance	Level 3		
	Digital Technology Environmental Scanning	Level 3		
	Engagement Execution	Level 4		
	Engagement Quality Control	Level 4		
	Financial Statements Analysis	Level 4		
	Internal Controls	Level 3		
	Macroeconomic Analysis	Level 3		
	Professional and Business Ethics	Level 3		
	Professional Scepticism and Judgement	Level 3		
	Programming and Coding	Level 2		
	Project Execution and Control	Level 2		
	Risk Assessment	Level 4		
	Stakeholder Management	Level 3		
	Taxation Laws	Level 3		

# Audit Senior

## JOB ROLE DESCRIPTION

The Audit Senior is expected to lead various sizes of audit engagements which include planning, performing, reviewing of audit work performed by less experienced personnel and concluding the engagement. He/She works closely with team members to execute the audit plan and ensures the timely completion of the audit engagement. He also works closely with clients and manages their expectations to further nurture on-going client relationships. He is able to identify unethical behaviour and react based on the applicable ethical principles.

The Audit Senior operates in work contexts that are less standardised and unanticipated changes can be frequent due to changes in the external environment. He is a trustworthy and meticulous individual.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Perform assurance engagement activities	<ul style="list-style-type: none"> <li>• Identify client's business and key risks</li> <li>• Analyse the impact of changing business environment on client's business</li> <li>• Implement and provide input to engagement plan</li> <li>• Perform assurance engagement in compliance with professional standards</li> <li>• Obtain evidence to corroborate information</li> <li>• Harness technology to gather and analyse data</li> <li>• Propose resolutions to significant accounting and auditing issues</li> <li>• Review information accompanying the assurance report in accordance with applicable framework</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>
	Manage engagement team	<ul style="list-style-type: none"> <li>• Identify areas for personal development to improve work performance</li> <li>• Facilitate effective communication within cross functional and culturally diverse teams</li> <li>• Coach junior team members to achieve technical competency and efficient performance</li> </ul>	
	Adhere to professional standards	<ul style="list-style-type: none"> <li>• Act in accordance with professional standards when providing assurance services</li> <li>• Identify ethical conflicts in the work environment</li> </ul>	

# Audit Senior

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 5	Teamwork
	Auditing and Assurance Standards	Level 4	Communication	Intermediate
	Auditor Independence	Level 4	Digital Literacy	Advanced
	Business Acumen	Level 4	Developing People	Intermediate
	Change Management	Level 4	Sense Making	Intermediate
	Conflict Management	Level 4		
	Cyber Security	Level 4		
	Data Analytics	Level 3		
	Data Governance	Level 3		
	Digital Technology Environment Scanning	Level 4		
	Engagement Completion and Reporting	Level 4		
	Engagement Execution	Level 5		
	Engagement Planning	Level 4		
	Engagement Quality Control	Level 4		
	Engagement Review	Level 4		
	Financial Statements Review	Level 4		
	Internal Controls	Level 4		
	Macroeconomic Analysis	Level 3		
	Professional and Business Ethics	Level 4		
	Professional Scepticism and Judgement	Level 4		
	Programming and Coding	Level 2		
	Project Execution and Control	Level 3		
	Risk Assessment	Level 4		
	Stakeholder Management	Level 4		
	Taxation Laws	Level 4		

# Audit Senior Manager/Audit Manager

## JOB ROLE DESCRIPTION

The Audit Senior Manager/Audit Manager manages a portfolio of engagements to deliver high quality audit services. He/She also provides leadership on audit engagements which includes client acceptance process, engagement planning, execution and finalisation of an audit engagement. He is fully accountable for the audit engagement and ensures that the engagement progress against budget and timeline is closely monitored. He also serves to develop and maintain long-term client relationships and value-add to the audit firm by identifying new business development opportunities.

The Audit Senior Manager/Audit Manager reviews and provides key technical expertise to ensure the quality of audit work performed is in compliance with professional standards and requirements. He contributes towards continuous improvement in audit methodology and process. He will also assume a greater role in professional development activities such as training, staff recruitment and resource planning.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Lead assurance engagement	<ul style="list-style-type: none"> <li>• Manage engagement resources</li> <li>• Evaluate clients' business and key risks</li> <li>• Evaluate the impact of changing business environment on clients' business</li> <li>• Develop engagement plan</li> <li>• Identify impact on the overall engagement plan arising from changes in regulations and standards</li> <li>• Evaluate documentation to ensure quality and compliance with professional standards</li> <li>• Apply professional scepticism and judgement throughout the engagement</li> <li>• Deliver analytics-driven insights through technology</li> <li>• Analyse resolutions to significant regulatory, accounting and auditing issues</li> <li>• Review information accompanying the assurance report in accordance with applicable framework</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>
	Manage clients	<ul style="list-style-type: none"> <li>• Support and develop trusted business adviser relationships</li> <li>• Manage client expectations and project timelines</li> <li>• Identify new ideas and business solutions to existing clients</li> <li>• Identify new ways to expand and retain client base</li> </ul>	
	Manage engagement team	<ul style="list-style-type: none"> <li>• Manage staff performance and appraisal</li> <li>• Manage cross functional and culturally diverse teams</li> <li>• Provide support and guidance to staff</li> <li>• Facilitate discussion of ideas and persuade others</li> <li>• Promote talent development through mentoring and performance coaching</li> </ul>	
	Grow professional services organisation	<ul style="list-style-type: none"> <li>• Identify existing and potential service opportunities</li> <li>• Achieve business targets and manage engagement financials, including budgets, profitability, work-in-progress, timely billing and collection</li> </ul>	



# Audit Senior Manager/Audit Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/REGULATED OCCUPATIONS)
	Advocate professional standards	<ul style="list-style-type: none"> <li>• Lead the team to adhere to professional standards</li> <li>• Act in accordance with professional standards when providing assurance services</li> <li>• Analyse and provide resolution to ethical conflicts</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>

# Audit Senior Manager/Audit Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 5	Developing People
	Auditing and Assurance Standards	Level 5	Leadership	Advanced
	Auditor Independence	Level 5	Communication	Advanced
	Business Acumen	Level 5	Decision Making	Intermediate
	Business Innovation and Improvement	Level 4	Digital Literacy	Advanced
	Change Management	Level 5		
	Conflict Management	Level 5		
	Cyber Security	Level 4		
	Data Analytics	Level 4		
	Data Governance	Level 4		
	Digital Technology Environment Scanning	Level 5		
	Disruption Management	Level 5		
	Engagement Completion and Reporting	Level 5		
	Engagement Execution	Level 5		
	Engagement Planning	Level 5		
	Engagement Quality Control	Level 5		
	Engagement Review	Level 5		
	Financial Statements Analysis	Level 5		
	Internal Controls	Level 5		
	Macroeconomic Analysis	Level 4		
	Professional and Business Ethics	Level 5		
	Professional Scepticism and Judgement	Level 4		
	Programming and Coding	Level 3		
	Project Execution and Control	Level 4		
	Risk Assessment	Level 5		
	Stakeholder Management	Level 5		
	Taxation Laws	Level 5		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 5		

# Audit Partner/Audit Director

## JOB ROLE DESCRIPTION

The Audit Partner/Audit Director is a transformational leader who steers the organisation to achieve its business goals and objectives by formulating technical and strategic directions to drive change. He/She provides strategic vision and leadership to the organisation in order to develop and strengthen organisational capabilities and culture.

The Audit Partner/Audit Director is expected to promote new ideas and business solutions that result in extended services to existing clients. He constantly seeks to expand client base and support business development activities. He also establishes consistent and rigorous quality and risk management processes and procedures.

The Audit Partner/Audit Director uses a multitude of controls and procedures consisting of professional, regulatory, business, economic, social and environmental conditions to manage risk exposure.

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/ REGULATED OCCUPATIONS)
	Lead assurance engagement	<ul style="list-style-type: none"> <li>• Drive overall engagement plan</li> <li>• Oversee engagement economics</li> <li>• Evaluate clients' business and key risks</li> <li>• Evaluate the impact of changing business environment on clients' business</li> <li>• Evaluate impact on the overall engagement plan arising from changes in regulations and standards</li> <li>• Ensure engagement quality and compliance with professional standards</li> <li>• Apply professional scepticism and judgement throughout the engagement</li> <li>• Deliver analytics-driven insights through technology</li> <li>• Evaluate significant regulatory, accounting and auditing issues</li> <li>• Conclude and express an opinion on the assurance report</li> <li>• Translate highly technical and complex information in professional standards into useful business insights for stakeholders</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>
	Lead client management	<ul style="list-style-type: none"> <li>• Establish strategic business partner relationships</li> <li>• Develop relationships at the C-Suite and Board level</li> <li>• Promote new ideas and business solutions to existing clients</li> <li>• Expand and retain client base</li> </ul>	
	Lead assurance practice	<ul style="list-style-type: none"> <li>• Establish quality and risk management processes and procedures</li> <li>• Evaluate workplace environment to establish strong organisational relationships and lead organisational diversity</li> <li>• Advocate professional development within the firm</li> <li>• Negotiate to achieve mutually beneficial outcomes</li> </ul>	

# Audit Partner/Audit Director

CRITICAL WORK FUNCTIONS AND KEY TASKS/ PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS (FOR LEGISLATED/REGULATED OCCUPATIONS)
	Grow professional services organisation	<ul style="list-style-type: none"> <li>• Oversee business goals in the organisation</li> <li>• Provide strategic vision and leadership to steer the firm to achieve objectives and targets</li> <li>• Evaluate new ways to transform and grow business against global changing business environment</li> </ul>	In accordance with: <ul style="list-style-type: none"> <li>• Singapore Standards on Auditing</li> <li>• Ethics Pronouncements in Singapore</li> <li>• Singapore Companies Act</li> <li>• Singapore Financial Reporting Standards</li> </ul>
	Advocate professional standards	<ul style="list-style-type: none"> <li>• Shape standards development to promote public confidence</li> <li>• Develop effective guidelines to build ethical culture</li> <li>• Determine responses to ethical conflicts</li> <li>• Evaluate risks of threats to independence</li> </ul>	

# Audit Partner/Audit Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 6	Developing People
	Auditing and Assurance Standards	Level 6	Communication	Advanced
	Auditor Independence	Level 6	Problem Solving	Advanced
	Business Acumen	Level 6	Global Mindset	Advanced
	Business Innovation and Improvement	Level 5	Digital Literacy	Advanced
	Change Management	Level 6		
	Conflict Management	Level 6		
	Cyber Security	Level 4		
	Data Analytics	Level 5		
	Data Governance	Level 5		
	Digital Technology Environment Scanning	Level 5		
	Disruption Management	Level 6		
	Engagement Completion and Reporting	Level 6		
	Engagement Planning	Level 6		
	Engagement Quality Control	Level 6		
	Engagement Review	Level 6		
	Financial Statements Analysis	Level 6		
	Governance	Level 6		
	Internal Controls	Level 6		
	Macroeconomic Analysis	Level 5		
	Professional and Business Ethics	Level 6		
	Professional Scepticism and Judgement	Level 5		
	Programming and Coding	Level 3		
	Project Execution and Control	Level 5		
	Risk Assessment	Level 6		
	Stakeholder Management	Level 6		
	Taxation Laws	Level 6		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 6		

# Financial Accounting

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## Finance Director

Subramanian Kasi  
Tower Transit Singapore Pte Ltd

### A LIFELONG PASSION

When Subramanian Kasi was young, he would sit down to do bookkeeping by himself. He learnt this from his grandfather, who was an Accountant. He found it fascinating to keep the books. When he went to university, it was the natural choice for him to pursue accounting and finance.

Today, as Finance Director at Tower Transit, Subramanian's overall role is to maintain a high-level view of the organisation and the environment in which it operates. His responsibilities include fundamental internal management reporting, external reporting, taxation, corporate finance structure and industrial relations. The role also includes sourcing for potential investments in order to grow and diversify the business.

While it is key to be technically and operationally qualified for the job, he believes it is important to have chemistry and synergy with the Executive team and Chief Executive Officer (CEO). "It's that business partnership that makes it all gel together. The Finance Director needs to be beside the CEO, helping to navigate these risks. Making your business resilient and strengthening your business model is what you will have to do," Subramanian explains.

Having started his career in auditing, he did not consider the financial accounting path until the opportunity at Tower

**"One should always be hungry for knowledge, always hungry to add value to their employer and clients. A way to do this is to look at the Skills Framework as an overarching reference for lifelong learning and make informed decisions regarding accountancy education, training and career choices."**

Transit came along. He leapt at the role, describing it as a "chance of a lifetime". While he faced some challenges, he lives by a simple philosophy – "continually learn, improve and add value in all of one's endeavours".

With 14 years of experience under his belt, he says, "One should always be hungry for knowledge, always hungry to add value to their employer and clients. A way to do this is to look at the Skills Framework as an overarching reference for lifelong learning and make informed decisions regarding accountancy education, training and career choices."

His advice for new entrants into the sector would be to work hard, be dedicated, take ownership and to find your passion. Subramanian is also a firm believer of finding the most dynamic environment to immerse yourself in. "Surround yourself with people whose intelligence, talent, ability, wisdom, and accomplishments are greater than yours and you will grow!"

# Accounts Executive/Accounts Assistant

## JOB ROLE DESCRIPTION

The Accounts Executive/Accounts Assistant supports the finance department in carrying out the responsibilities of the accounting department. He/She is involved in work that is specific to accounts receivable, accounts payable, tax filing, data compilation, billing, payroll or other accounting tasks. In some instances, he may work specifically with accruals, fixed assets accounting or the monthly and yearly finalisation of accounts for audit purposes.

The Accounts Executive/Accounts Assistant may also assist with the preparation of trial balance, basic financial statements and simple consolidated financial statements. He may be called on to participate in adhoc finance-related projects and systems testing when necessary.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform financial accounting and corporate reporting activities	<ul style="list-style-type: none"> <li>• Perform month-end closing activities</li> <li>• Maintain accurate financial records and statements</li> <li>• Record and process all business transactions in the accounting system using double-entry accounting</li> <li>• Record transactions and events relating to sales, purchases, receivables, payables and cash</li> <li>• Record transactions and events relating to inventory, accruals, prepayments, capital structure and finance costs</li> <li>• Calculate customer and/or supplier account balances and reconcile with totals</li> <li>• Compile the relevant business documentation used in banking processes</li> <li>• Process payroll transactions into the organisation's accounting system</li> </ul>
Process business transactions and reports using information technology tools	<ul style="list-style-type: none"> <li>• Enter accurate data into the accounting system</li> <li>• Use relevant infocomm technology systems and tools effectively for data analysis</li> <li>• Retrieve system reports from the accounting system for management's use</li> <li>• Assign account codes to transactions in the accounting system</li> <li>• Assist to prepare consolidated financial statements, business activity reports and forecasts for management and external stakeholders</li> </ul>	



# Accounts Executive/Accounts Assistant

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 4	Communication
	Accounting and Tax Systems	Level 2	Interpersonal Skills	Basic
	Audit Compliance	Level 4	Lifelong Learning	Basic
	Business Innovation and Improvement	Level 3	Problem Solving	Basic
	Data Analytics	Level 3	Sense Making	Basic
	Digital Technology Adoption and Innovation	Level 3		
	Digital Technology Environment Scanning	Level 3		
	Financial Closing	Level 3		
	Financial Management	Level 2		
	Financial Reporting	Level 2		
	Financial Reporting Quality	Level 3		
	Financial Transactions	Level 3		
	Group Accounting and Consolidation	Level 4		
	Internal Controls	Level 2		
	Professional and Business Ethics	Level 3		
	Professional Scepticism and Judgement	Level 3		
	Professional Standards	Level 3		
	Project Management	Level 3		
	Tax Computation	Level 3		
	Tax Implications	Level 3		
	Taxation Laws	Level 3		
	Transactional Accounting	Level 3		
	Transfer Pricing	Level 3		

# Accountant/Senior Accounts Executive

## JOB ROLE DESCRIPTION

The Accountant/Senior Accounts Executive is involved in most, if not all, aspects of accounting and oversees the day-to-day activities of the accounting team. He/She ensures that the organisation's finance function is well-organised as well as produces timely and accurate financial statements and management accounts, thus achieving compliance with corporate policies and statutory requirements. He also analyses data and understands the financial performance and position of the organisation in order to develop suitable accounting policies to meet reporting requirements and to produce any special reports required by the management team.

The Accountant/Senior Accounts Executive often leads a team of finance and accounting specialists and works closely with the internal and external auditors, bankers, and regulators. He must keep current with changing statutory requirements and tax laws and determine the implications of such changes to financial reporting. He may also work with the leadership team to help define the organisation's overall finance strategy.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Supervise the finance team in financial accounting and corporate reporting	<ul style="list-style-type: none"> <li>• Prepare accurate and timely financial statements and disclosure notes</li> <li>• Maintain accurate journal entries and allocations</li> <li>• Prepare asset, liability, and capital account entries by compiling and analysing account information</li> <li>• Reconcile accounts and provide analysis for the organisation's financial transactions</li> </ul>
	Support strategic planning initiatives	<ul style="list-style-type: none"> <li>• Participate in budgeting and forecasting activities</li> <li>• Compute the valuation of business and financial assets using different models</li> </ul>
	Support working capital management	<ul style="list-style-type: none"> <li>• Manage accounts payable and receivables to help the organisation determine working capital needs and funding strategies</li> <li>• Calculate the cost of different types of capital financial instruments and the overall costs of capital for the organisation</li> <li>• Provide data in relation to assets, capital rationing and cost of capital</li> </ul>
	Support internal and external audit activities	<ul style="list-style-type: none"> <li>• Plan and coordinate the annual financial audit process</li> <li>• Respond to internal and external auditors on audit data, variances and audit findings</li> <li>• Implement policies and procedures with emphasis on internal controls to prevent possible fraud and errors</li> <li>• Resolve issues and deficiencies arising from audit findings</li> </ul>
	Process business transactions and reports using information technology tools	<ul style="list-style-type: none"> <li>• Operate accounting information systems efficiently and effectively</li> <li>• Extract data and provide analysis for management using relevant accounting information systems or software</li> <li>• Prepare consolidated financial statements, business activity reports and forecasts for management and external stakeholders</li> </ul>

# Accountant/Senior Accounts Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 4	Problem Solving
	Accounting and Tax Systems	Level 3	Communication	Intermediate
	Audit Compliance	Level 4	Interpersonal Skills	Intermediate
	Audit Frameworks	Level 4	Sense Making	Intermediate
	Business Innovation and Improvement	Level 3	Teamwork	Intermediate
	Business Planning	Level 4		
	Capital Expenditure and Investment Evaluation	Level 4		
	Conflict Management	Level 3		
	Data Analytics	Level 3		
	Digital Technology Adoption and Innovation	Level 3		
	Digital Technology Environment Scanning	Level 3		
	Finance Business Partnering	Level 3		
	Financial Closing	Level 4		
	Financial Management	Level 3		
	Financial Reporting	Level 4		
	Financial Reporting Quality	Level 4		
	Financial Statements Analysis	Level 4		
	Group Accounting and Consolidation	Level 4		
	Internal Controls	Level 3		
	Professional and Business Ethics	Level 4		
	Professional Scepticism and Judgement	Level 3		
	Professional Standards	Level 4		
	Project Management	Level 3		
	Stakeholder Management	Level 3		
	Tax Computation	Level 4		
	Tax Implications	Level 3		
	Taxation Laws	Level 4		
	Transactional Accounting	Level 4		
	Transfer Pricing	Level 3		

# Treasury Manager

## JOB ROLE DESCRIPTION

The Treasury Manager is responsible for managing the organisation's daily positions, cash flows and financial returns on investments.

He/She reviews and monitors the organisation's cash positions and investment portfolio. He also provides advice and updates to management and other stakeholders in the organisation as well as identifies opportunities for financing and investment. He develops plans to address gaps in organisation's cash flow positions and liquidity management.

The Treasury Manager is results-oriented, and meticulous in delivering reports on the organisation's position to stakeholders. He is expected to have a good sense of local and global regulatory requirements and opportunities in the market. He is skilled at managing and collaborating with internal and external stakeholders.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage treasury strategy	<ul style="list-style-type: none"> <li>• Develop organisation's cash management strategy</li> <li>• Ensure compliance to organisation's financial policies to assess the organisation's credit risk exposure and maximise the organisation's shareholder value</li> <li>• Ensure compliance to organisation's credit policies to manage the credit risk</li> <li>• Identify opportunities for financing and investment</li> <li>• Develop plans to mitigate financial risk and exposure in-line with treasury policies and best practices</li> <li>• Manage organisation's funding and inventory positions using monthly and quarterly treasury reports</li> <li>• Identify needs of other departments in developing treasury strategies</li> </ul>
	Manage organisation's financial holdings	<ul style="list-style-type: none"> <li>• Review the organisation's financial positions to ensure sufficient capital</li> <li>• Develop internal treasury guidelines to ensure compliance to regulatory requirements and legislations</li> <li>• Develop plans to address gaps in organisation's cash flow positions and liquidity management</li> <li>• Review organisation's investment portfolio and portfolio databases</li> <li>• Escalate unusual activities found in reviews and reports</li> <li>• Forecast funding and hedging requirements of the organisation</li> <li>• Prepare reports for management on the organisation's position</li> </ul>
	Engage and manage stakeholders	<ul style="list-style-type: none"> <li>• Prepare materials for regulatory-related meetings with internal stakeholders to convey changes in regulations and policies</li> <li>• Build relationships with internal and external stakeholders to support financing needs and other treasury operations</li> <li>• Collaborate with internal functions for treasury-related initiatives</li> </ul>

# Treasury Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 5	Problem Solving
	Audit Compliance	Level 4	Decision Making	Intermediate
	Business Acumen	Level 3	Communication	Intermediate
	Business Innovation and Improvement	Level 4	Interpersonal Skills	Intermediate
	Business Planning	Level 5	Sense Making	Intermediate
	Capital Expenditure and Investment Evaluation	Level 5		
	Capital Raising	Level 4		
	Cash Flow Management	Level 4		
	Corporate and Business Law	Level 5		
	Credit Risk Management	Level 4		
	Digital Technology Environment Scanning	Level 4		
	Financial Management	Level 4		
	Financial Reporting	Level 5		
	Internal Controls	Level 4		
	Macroeconomic Analysis	Level 5		
	Management Decision Making	Level 5		
	Professional and Business Ethics	Level 5		
	Professional Scepticism and Judgment	Level 4		
	Professional Standards	Level 5		
	Project Management	Level 4		
	Regulatory Compliance	Level 4		
	Regulatory Risk Assessment	Level 5		
	Stakeholder Management	Level 4		
	Treasury Management	Level 4		

# Finance Manager

## JOB ROLE DESCRIPTION

The Finance Manager is the lead finance business partner for the organisation and has responsibilities covering all aspects of financial management, performance management, financial accounting, budgeting, corporate reporting etc. He/She has sound technical as well as management skills and is able to lead a team consisting of finance professionals with varied, in-depth or niche technical knowledge and abilities; consolidating their work and ensuring its quality and accuracy, especially for reporting purposes.

The Finance Manager is expected to provide sound financial advice and counsel on working capital, financing or the financial position of the organisation by synthesising internal and external data and studying the economic environment. He often has a key role in implementing best practices in order to identify and manage all financial and business risks and to meet the organisation's desired business and fiscal goals. He is expected to have a firm grasp of economic and business trends and to implement work improvement projects that are geared towards quality, compliance and efficiency in finance.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage the organisation's financial accounting and corporate reporting functions	<ul style="list-style-type: none"> <li>• Manage a documented system of accounting policies and procedures</li> <li>• Supervise and review the preparation of consolidated financial statements, business activity reports and forecasts for management and external stakeholders</li> <li>• Calculate accounting ratios relating to profitability, liquidity, efficiency and position</li> <li>• Analyse the financial performance and position of the organisation and develop suitable accounting policies to meet reporting requirements</li> <li>• Monitor changes and emerging trends in accounting standards and regulation</li> <li>• Provide financial leadership and strategic thinking to support sustainable value-creation</li> <li>• Appraise the financial performance and position of entities</li> <li>• Evaluate the various valuation models used by standard setters</li> <li>• Develop accounting policies that meet reporting requirements and align with business models</li> <li>• Apply professional judgement to identify accounting treatments adopted in financial statements and assess their suitability and acceptability</li> </ul>

# Finance Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support the organisation as a business partner	<ul style="list-style-type: none"> <li>Analyse current market trends and provide strategic input to shape the organisation's key financial decisions</li> <li>Analyse, compile and present management information for managerial decision making</li> <li>Review the valuation of business and financial assets using different models</li> <li>Analyse and assess the impact of investment decisions on the financial position of the organisation.</li> </ul>
	Manage strategic planning initiatives	<ul style="list-style-type: none"> <li>Identify and calculate both financial and non-financial performance measurements for reporting on the organisation's performance</li> <li>Determine and apply marginal and absorption standard costing concepts to calculate costs variances and profit variances</li> <li>Interpret, investigate and report to management on variances, as well as develop a full understanding of the inter-relationships between variances</li> </ul>
	Manage the organisation's management accounting and budgeting functions	<ul style="list-style-type: none"> <li>Adopt and promote Corporate Social Responsibility (CSR) reporting and its assurance using emerging frameworks to move towards an integrated reporting model combining financial and non-financial information</li> <li>Evaluate current developments, such as sustainability rating systems, new frameworks and their potential impact on performance measurement and reporting</li> <li>Prepare for the use and implementation of integrated reporting</li> </ul>
	Support internal and external audit activities	<ul style="list-style-type: none"> <li>Plan and coordinate the annual financial audit process</li> <li>Respond to internal and external auditors on audit data, variances and audit findings</li> <li>Implement policies and procedures with emphasis on internal controls to prevent possible fraud and errors</li> <li>Resolve issues and deficiencies arising from audit findings</li> </ul>
	Drive the use and integration of information technology within the organisation's finance function	<ul style="list-style-type: none"> <li>Use management information systems strategically for effective management and control of the business</li> <li>Use data mining and new analytical methodologies</li> <li>Identify and adopt business intelligence tools to analyse financial data and information</li> <li>Evaluate the effectiveness of the organisation's financial system and determine any areas of improvement</li> <li>Ensure the appropriate set up of accounting rules in the organisation's financial system</li> <li>Adopt cloud computing for the business</li> </ul>

# Finance Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 5	Communication
	Accounting and Tax Systems	Level 4	Resource Management	Intermediate
	Audit Compliance	Level 4	Managing Diversity	Intermediate
	Audit Frameworks	Level 5	Leadership	Advanced
	Business Acumen	Level 3	Interpersonal Skills	Intermediate
	Business Innovation and Improvement	Level 4		
	Business Planning	Level 5		
	Conflict Management	Level 4		
	Corporate and Business Law	Level 5		
	Cost Management	Level 4		
	Data Analytics	Level 3		
	Digital Technology Adoption and Innovation	Level 4		
	Digital Technology Environment Scanning	Level 4		
	Finance Business Partnering	Level 4		
	Financial Management	Level 4		
	Financial Planning	Level 4		
	Financial Reporting	Level 5		
	Financial Reporting Quality	Level 6		
	Financial Statements Analysis	Level 5		
	Group Accounting and Consolidation	Level 5		
	Internal Controls	Level 4		
	Non-Financial Reporting	Level 4		
	Professional and Business Ethics	Level 5		
	Professional Scepticism and Judgement	Level 4		
	Professional Standards	Level 5		
	Project Management	Level 4		
	Regulatory Compliance	Level 4		
	Regulatory Risk Assessment	Level 4		
	Stakeholder Management	Level 4		
	Tax Implications	Level 4		
	Transfer Pricing	Level 4		



# Head of Treasury

## JOB ROLE DESCRIPTION

The Head of Treasury is responsible for establishing cash management strategies and overseeing the financial position of the organisation to ensure steady growth and sufficient capital.

He/She pursues opportunities for financing and investment. He manages responses to unusual activities and directs compliance to regulations. He also seek opportunities for financing and investment and potential revenue opportunities after analysing the organisation's financial position.

The Head of Treasury is results-oriented, and decisive in reviewing and endorsing reports on the organisation's position to stakeholders. He is expected to have a good sense of local and global regulatory requirements and existing emerging financing opportunities in the market. He is skilled at fostering relationships with internal and external stakeholders to support financing needs and other treasury operations

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage treasury strategy	<ul style="list-style-type: none"> <li>• Establish organisation's cash management strategy</li> <li>• Establish organisation's financial policies to assess credit risk exposure and maximise shareholder value</li> <li>• Establish organisation's credit policies to manage credit risk</li> <li>• Pursue opportunities for financing and investment</li> <li>• Lead strategy to mitigate financial exposure and risk</li> <li>• Pursue potential revenue opportunities after analysing company's financial position</li> <li>• Lead collaboration efforts with other departments in developing treasury strategies</li> </ul>
	Manage organisation's financial holdings	<ul style="list-style-type: none"> <li>• Oversee organisation's financial position to ensure steady growth and sufficient capital</li> <li>• Direct compliance to treasury regulations and guidelines, in consultation with regulatory and risk management team</li> <li>• Establish structure to ensure efficient use of organisation's cash</li> <li>• Develop responses and plans when unusual activities arise</li> <li>• Endorse forecast of funding and hedging requirements of the organisation</li> <li>• Review treasury reports prepared for external reporting to regulatory bodies and internal use</li> </ul>
	Engage and manage stakeholders	<ul style="list-style-type: none"> <li>• Lead regulatory-related meetings with internal stakeholders to convey changes in regulations and policies</li> <li>• Foster relationships with internal and external stakeholders to support financing needs and other treasury operations</li> <li>• Lead collaborations with internal functions for treasury related initiatives</li> </ul>

# Head of Treasury

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 5	Problem Solving
	Audit Compliance	Level 4	Decision Making	Advanced
	Business Acumen	Level 4	Communication	Advanced
	Business Innovation and Improvement	Level 4	Interpersonal Skills	Advanced
	Business Planning	Level 5	Sense Making	Advanced
	Capital Expenditure and Investment Evaluation	Level 6		
	Capital Raising	Level 5		
	Cash Flow Management	Level 5		
	Corporate and Business Law	Level 5		
	Credit Risk Management	Level 5		
	Digital Technology Environment Scanning	Level 4		
	Financial Management	Level 5		
	Financial Reporting	Level 5		
	Internal Controls	Level 4		
	Macroeconomic Analysis	Level 5		
	Management Decision Making	Level 5		
	Professional and Business Ethics	Level 5		
	Professional Scepticism and Judgment	Level 5		
	Professional Standards	Level 5		
	Project Management	Level 4		
	Regulatory Compliance	Level 4		
	Regulatory Risk Assessment	Level 5		
	Stakeholder Management	Level 5		
	Treasury Management	Level 5		

# Financial Controller

## JOB ROLE DESCRIPTION

The Financial Controller is the chief accountant for a specific division of an organisation or a group of its entities. He/She serves as the organisation's "go-to" person for all accounting-related matters. He is a tactician who ensures smooth day-to-day running of the accounting and finance operations. The role may be country-specific or covers several regional geographies.

The Financial Controller may cover four key roles for the organisation. As a commentator, he is tasked with telling the business story by explaining financial numbers. He is also responsible for preparing financial reports and conducting analysis of variances in the figures to facilitate management decision-making in the running of the business. As a business partner, he focuses on creating value, acting as a business adviser and integrator for the organisation.

As a score keeper, the Financial Controller manages key functions of the organisation such as financial reporting, process improvements in the finance function, as well as ensuring smooth operation of the finance department. He holds the crucial role of helping the organisation meet its financial needs by acting as a bridge between the top management and the various departments in the organisation. As a custodian, he manages governance issues by working with business units to ensure compliance and effective controls. He acts as custodian of assets and value protection.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Head financial accounting and corporate reporting function	<ul style="list-style-type: none"> <li>• Ensure organisation comply with regulations involving the filing of their financial and tax statements</li> <li>• Coach finance teams on the technical and quality aspects of financial reporting</li> <li>• Translate financial reports into useful and relevant information for stakeholders without financial technical expertise</li> <li>• Influence financial reporting quality to reflect non-historical information and the company's potential future performance in financial reports</li> <li>• Lead the organisation in the requirements and effectiveness of sustainability reporting and integrated reporting</li> <li>• Support the management as a business partner in guiding the organisation's long term financial strategy</li> </ul>
	Manage strategic planning initiatives	<ul style="list-style-type: none"> <li>• Formulate business direction and resolve complex organisational issues with analytical thinking</li> <li>• Support the management to find new ways to sustain performance and grow the business</li> <li>• Drive forecasting and budgeting to align the finance function with the strategic vision of the business</li> <li>• Ensure that budgets are able to support and are sustainable to match strategic goals</li> <li>• Manage budgets flexibly within appropriate financial limits in response to changes in business priorities</li> <li>• Monitor budget regularly and perform variance analysis to have a comprehensive view of financial performance</li> </ul>
	Manage process improvements and resource allocation to ensure smooth operation in the organisation	<ul style="list-style-type: none"> <li>• Implement efforts in the redesign of core business processes to improve productivity and efficiency</li> <li>• Support organisation's capital raising initiatives</li> <li>• Manage the cash flow management across the organisation to aid business growth and operation</li> <li>• Advise on the role of sustainability and its contribution to improved environmental, social and financial resources</li> </ul>

# Financial Controller

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	<p>Manage governance infrastructure and risk management</p>	<ul style="list-style-type: none"> <li>• Manage risks by taking an integrated view of all the various uncertainties that exist across an organisation</li> <li>• Provide executive support to the Board of Directors with financial and non-financial information</li> <li>• Implement effective management and information system to support government infrastructure</li> <li>• Assess remaining uncertainty even after controls are implemented</li> <li>• Ensure conformance of laws and regulations on the business strategy and organisation's business</li> <li>• Nurture an ethical culture across the organisation</li> <li>• Engage the senior management to resolve ethical dilemma</li> </ul>
	<p>Manage change in the finance function</p>	<ul style="list-style-type: none"> <li>• Use analytics to support business growth and needs, as well as identify potential risks and problems</li> <li>• Connect underlying complex non-financial drivers of a business to financial information through analytics</li> <li>• Break down complex numbers into good intelligence to support business growth and drive value creation</li> <li>• Use predictive analytics as an enabler to forecast future performance and perform stress testing on business lines</li> <li>• Execute the development of innovative finance and other processes to build value-adding capabilities across the departments</li> <li>• Deliver analytics-driven insight through technology to create a competitive advantage</li> </ul>
	<p>Lead communication between top management and departments in the organisation</p>	<ul style="list-style-type: none"> <li>• Support the management to communicate organisation's financial and business information to investor community</li> <li>• Lead the engagement of stakeholders for matters arising from risk, controls and compliance</li> <li>• Establish good working relationships all around with various stakeholders</li> </ul>

# Financial Controller

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting Standards	Level 6	Leadership
	Audit Compliance	Level 5	Interpersonal Skills	Intermediate
	Business Acumen	Level 4	Communication	Advanced
	Business Innovation and Improvement	Level 5	Decision Making	Advanced
	Business Planning	Level 6	Developing People	Advanced
	Business Process Management	Level 5		
	Capital Expenditure and Investment Evaluation	Level 6		
	Capital Raising	Level 5		
	Cash Flow Management	Level 5		
	Change Management	Level 5		
	Conflict Management	Level 5		
	Corporate and Business Law	Level 6		
	Data Analytics	Level 4		
	Digital Technology Adoption and Innovation	Level 5		
	Digital Technology Environment Scanning	Level 5		
	Disruption Management	Level 5		
	Finance Business Partnering	Level 5		
	Financial Analysis	Level 5		
	Financial Management	Level 5		
	Financial Planning	Level 5		
	Financial Reporting	Level 6		
	Financial Reporting Quality	Level 6		
	Financial Statements Analysis	Level 6		
	Internal Controls	Level 5		
	Non-Financial Reporting	Level 6		
	Professional and Business Ethics	Level 6		
	Professional Scepticism and Judgement	Level 5		
	Professional Standards	Level 6		
	Project Management	Level 5		
	Regulatory Compliance	Level 5		
	Regulatory Risk Assessment	Level 5		
	Regulatory Strategy	Level 5		
	Stakeholder Management	Level 5		
	Tax Implications	Level 5		
	Taxation Laws	Level 6		
	Transfer Pricing	Level 5		
	Valuation	Level 4		

# Chief Financial Officer

## JOB ROLE DESCRIPTION

The Chief Financial Officer (CFO) is an organisational leader and key member of the senior management team. He/She balances the responsibilities of stewardship of an organisation's finances with business partnership. He acts as an integrator and navigator for the organisation by effectively leading the finance and accounting functions. Increasingly, the CFO is also taking on more organisational roles beyond traditional finance. He may have group, regional or country-specific responsibilities depending on the size and structure of his organisation.

Typically, the CFO takes on a range of responsibilities, including but not limited to protecting the organisation's critical assets and financial health. He ensures compliance with financial regulations, signs off on financial statements, and communicates value, financial information and risk issues to Boards and the investor community. He also heads the organisation's finance function and ensures an efficient and effective structure to provide a range of services to support the business, including cash flow management, financial planning and analysis, treasury functions, finance operations and tax.

The CFO also reports and provides advice to the Board, Chief Executive and senior management team on financial issues, company performance, organisational liabilities and other developments. He functions as a strategic business advisor and plays a significant role in shaping the future direction of the organisation. He is also responsible for obtaining board approval and is involved in public or shareholder announcements. He demonstrates leadership in the finance function to align finance and business strategies to grow the organisation. He also supports business growth through his part in capital market financing initiatives and mergers and acquisitions activities which involve negotiations, pricing, due diligence, valuation.

The CFO is responsible for driving change in the finance function or organisation at large. He pushes for business improvement initiatives such as efficient cost reduction, procurement and pricing, as well as develop processes and promote innovations that create value for the company. Beyond finance, he also tends to oversee a range of organisational functions including human resources, Infocomm technology and operations, legal, compliance, corporate governance and corporate social responsibility.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Lead financial accounting and corporate reporting function	<ul style="list-style-type: none"> <li>• Ensure organisation comply with regulations involving the filing of financial and tax statements</li> <li>• Lead finance teams on the technical and quality aspects of financial reporting</li> <li>• Translate highly complex information in financial reports into useful information for stakeholders without deep financial technical expertise</li> <li>• Enhance financial reporting quality to reflect non-historical information and the organisation's potential future performance in financial reports</li> <li>• Lead the organisation in the requirements and effectiveness of sustainability reporting and integrated reporting</li> </ul>
	Drive tax efficiency	<ul style="list-style-type: none"> <li>• Oversee tax planning, including transfer pricing, for the organisation</li> <li>• Evaluate effect of transfer prices and recommend transfer pricing systems</li> <li>• Drive down effective tax rates</li> </ul>

# Chief Financial Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support the organisation as strategic business advisor	<ul style="list-style-type: none"> <li>• Guide the organisation's long term financial strategy</li> <li>• Steer the organisation towards its vision and formulate a clearer perspective of the bigger picture</li> <li>• Evaluate mergers and acquisitions (M&amp;A) opportunities to create shareholder value</li> <li>• Provide financial value, business and intelligence support in structuring commercial deals</li> <li>• Perform highly complex scenario analysis to create possible actions for various forecasting outcomes</li> <li>• Advise organisations on the handling of funds beyond business investments through the financial markets</li> <li>• Review proposed recommendations for restructuring and insolvency activities</li> <li>• Review proposed valuation activities, timeline and project progress</li> </ul>
	Drive strategic planning and talent development for the organisation	<ul style="list-style-type: none"> <li>• Lead organisation to develop strategic priorities, culture and governance</li> <li>• Formulate business direction and resolve complex organisational issues with analytical thinking</li> <li>• Formulate clear strategic plans and take planned actions to achieve long term goals</li> <li>• Find new ways to sustain performance and grow the business</li> <li>• Drive forecasting and budgeting to align the finance function with the strategic vision of the business</li> <li>• Ensure that budgets are able to support and are sustainable to match strategic goals</li> <li>• Drive pricing and financial strategy to align with business strategy</li> </ul>
	Drive process improvement and resource allocation to enhance effectiveness and efficiency of organisation	<ul style="list-style-type: none"> <li>• Lead efforts in the redesign of core business processes to improve productivity and efficiency</li> <li>• Oversee effective cash flow management across the organisation to aid business growth and operation</li> <li>• Lead working capital management and expenditure</li> <li>• Guide finance teams to identify areas for cost and expense reduction</li> <li>• Ensure that costs are managed well to improve the bottom line for their organisations.</li> <li>• Perform checks and balances for the business in the M&amp;A process and monitor the measures of success</li> <li>• Advise on the role of sustainability to improve environmental, social and financial business performance</li> </ul>
	Lead in governance, compliance and risk management	<ul style="list-style-type: none"> <li>• Manage risks by taking an integrated view of all the uncertainties that exist across an organisation</li> <li>• Provide executive support to the Board of Directors with financial and non-financial information</li> <li>• Lead implementation and compliance of control policies</li> <li>• Drive innovative and strategic changes to audit practices</li> <li>• Ensure conformance of laws and regulations on the business strategy and organisation's business</li> <li>• Risk manage the whole mergers and acquisitions (M&amp;A) process</li> <li>• Nurture an ethical culture across the organisation</li> <li>• Lead resolution to ethical dilemmas</li> </ul>

# Chief Financial Officer

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive change in the finance function	<ul style="list-style-type: none"> <li>• Use analytics to support business growth and needs, as well as identify potential risks and problems</li> <li>• Connect underlying complex non-financial drivers of a business to financial information through analytics</li> <li>• Break down complex numbers into good intelligence to support business growth and drive value creation</li> <li>• Use predictive analytics as an enabler to forecast future performance and perform stress testing on business lines</li> <li>• Lead the development of innovative finance and other processes to build value-adding capabilities in the organisation</li> <li>• Deliver analytics-driven insight through technology to create a competitive advantage</li> </ul>
	Head the investor relations for organisation	<ul style="list-style-type: none"> <li>• Communicate organisation's financial and business information to investor community</li> <li>• Lead the engagement of stakeholders for matters arising from risk, controls and compliance</li> <li>• Manage working relationship with various stakeholders</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 6	Interpersonal Skills
Audit Compliance	Level 5	Decision Making	Advanced
Benchmarking	Level 5	Communication	Advanced
Business Acumen	Level 5	Problem Solving	Advanced
Business Innovation and Improvement	Level 5	Transdisciplinary Thinking	Advanced
Business Planning	Level 6		
Business Process Management	Level 6		
Capital Expenditure and Investment Evaluation	Level 6		
Capital Raising	Level 6		
Change Management	Level 6		
Conflict Management	Level 6		
Corporate and Business Law	Level 6		
Cost Management	Level 6		
Data Analytics	Level 5		
Digital Technology Adoption and Innovation	Level 6		
Digital Technology Environment Scanning	Level 5		
Disruption Management	Level 6		
Finance Business Partnering	Level 6		
Financial Analysis	Level 6		
Financial Management	Level 6		
Financial Planning	Level 6		
Financial Reporting	Level 6		



# Chief Financial Officer

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Financial Reporting Quality	Level 5
	Fraud Risk management	Level 6
	Internal Controls	Level 6
	Macroeconomic Analysis	Level 5
	Management Decision Making	Level 6
	Non-Financial Reporting	Level 6
	Performance Management	Level 6
	Professional and Business Ethics	Level 6
	Professional Scepticism and Judgment	Level 5
	Professional Standards	Level 6
	Project Execution and Control	Level 6
	Project Management	Level 6
	Regulatory Risk Assessment	Level 6
	Regulatory Strategy	Level 6
	Risk Management	Level 6
	Stakeholder Management	Level 6
	Tax Implications	Level 6
	Taxation Laws	Level 6
	Transfer Pricing	Level 6
Valuation	Level 4	

# Management Accounting

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## Senior Vice President, Group Finance and Group Financial Controller

Cyndi Pei  
Yeo Hiap Seng

### TAKING ACCOUNT OF YOUR SKILLS, MANAGING YOUR CAREER

From young, Cyndi Pei knew that a career in accounting was her destiny. She loved numbers, equations and all things mathematics.

20 years on, Cyndi's fascination with numbers has grown alongside a healthy interest in finance and business. She is the Senior Vice President Group Finance and Group Financial Controller of renowned Singapore brand, Yeo Hiap Seng. She functions as Group Chief Financial Officer and leads the group's finance teams and handles portfolios that extends beyond finance including real estate, risk management and sustainability.

#### **The building blocks of a successful career**

Cyndi's willingness to take on challenges outside of her area of expertise – and doing them well – have helped catapult her career. She is a strong advocate of being open-minded, adapting to changing situations, and embracing opportunities.

In recent years, Cyndi has seen how technology has gradually automated everyday tasks in the finance function. Meanwhile, the business landscape has also become more competitive, resulting in the need for finance teams to upskill. Cyndi sees these developments as an opportunity to upgrade her skills and make herself more relevant in a modern workforce – and has been actively imprinting this mindset into her team.

**“The Skills Framework for Accountancy tells you what the industry demands at different levels, so you can find out exactly what skills you need to develop – making you more attractive to employers in the industry.”**

For Cyndi, the keys to her success are two-fold – enhancing her already specialised skills in finance, and unlocking new abilities in other areas through conscientious self-improvement. “Aspiring finance professionals should chat with colleagues, set goals, and leverage on opportunities for self-development, like the Skills Framework for Accountancy,” she adds.

#### **Using the Skills Framework to match your skills with industry demands**

Cyndi highlights that the Skills Framework for Accountancy can be used as a checklist for accounting professionals. “The framework tells you what the industry demands at different levels, so you can find out exactly what skills you need to develop – making you more attractive to employers in the industry.”

Shortly following the interview, Cyndi has continued her pursuit of learning and growth – joining Singtel as Head of Finance, Singtel Enterprise Business and Singtel Capex.

# Accounting Executive

## JOB ROLE DESCRIPTION

The Accounting Executive supports the finance department in carrying out the responsibilities of the accounting department. He/She is involved in work that is specific to preliminary cost analysis, profit and loss analysis, balance sheet analysis and reconciliations, and report preparation. He is expected to assist in the budgeting and forecasting process.

The Accounting Executive is required to have a basic understanding of the business structures, operations and financial performance. He may be called on to participate in ad-hoc finance-related projects and systems testing when necessary. He is meticulous and has good management skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support strategic planning	<ul style="list-style-type: none"> <li>Assist in the balance sheet analysis and reconciliations process</li> <li>Assist in the budgeting and forecasting process</li> <li>Assist in profit and loss analysis</li> </ul>
Manage efficiency and effectiveness of resource allocation	<ul style="list-style-type: none"> <li>Analyse and prepare financial ratio, liquidity ratio, working capital ratio and gearing ratio</li> <li>Prepare cost analysis</li> </ul>	

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	GENERIC SKILLS AND COMPETENCIES (TOP 5)
	Accounting and Tax Systems	Level 2
Audit Compliance	Level 3	Sense Making Basic
Benchmarking	Level 3	Transdisciplinary Thinking Basic
Conflict Management	Level 5	Digital Literacy Intermediate
Corporate and Business Law	Level 2	Problem Solving Basic
Cost Management	Level 3	
Data Analytics	Level 3	
Data Governance	Level 3	
Digital Technology Adoption and Innovation	Level 3	
Digital Technology Environment Scanning	Level 3	
Finance Business Partnering	Level 3	
Financial Analysis	Level 3	
Internal Controls	Level 3	
Macroeconomic Analysis	Level 3	
Management Decision Making	Level 3	
Performance Management	Level 2	
Professional and Business Ethics	Level 3	
Risk Management	Level 3	
Tax Implications	Level 3	
Taxation Laws	Level 3	

# Management Accountant/Financial Planning and Analysis Analyst/Business Analyst

## JOB ROLE DESCRIPTION

The Management Accountant/Financial Planning and Analysis Analyst/Business Analyst is typically responsible for a segment of the overall management accounting system. He/She also identifies trends and opportunities for improvement, analyses and manages risk, arranges the funding and financing of operations and monitors and enforces compliance. He maintains an organisation's financial system.

The Management Accountant/Financial Planning and Analysis Analyst/Business Analyst's job function can include analysing financial statements and making forecasts, budgets, performance measurements and plans, and presenting them to senior management to assist in operational decision-making. He may be called on to guide junior or less experienced colleagues who handle an organisation's basic accounting tasks and to participate in ad-hoc finance-related projects and systems testing when necessary.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support strategic planning	<ul style="list-style-type: none"> <li>Assist in the preparation of management report with written narratives to support analysis and findings</li> <li>Perform financial modelling process to analyse proposals on financial and non-financial return</li> <li>Extract insights from financial statements</li> </ul>
	Manage efficiency and effectiveness of resource allocation	<ul style="list-style-type: none"> <li>Analyse trends, possible improvements, areas of risks, financing and any key issues relating to the business</li> <li>Review the completeness of the financial accounts and cost accounting</li> <li>Support proposed improvement by providing analysis of operational efficiency</li> </ul>
	Maintain the internal control system	<ul style="list-style-type: none"> <li>Identify process of internal control systems to ensure compliance</li> <li>Develop internal control system</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 3	Communication	Advanced
	Audit Compliance	Level 4	Sense Making	Intermediate
	Benchmarking	Level 4	Interpersonal Skills	Intermediate
	Business Planning	Level 4	Problem Solving	Intermediate
	Conflict Management	Level 5	Teamwork	Intermediate
	Corporate and Business Law	Level 3		
	Cost Management	Level 4		
	Data Analytics	Level 3		
	Date Governance	Level 3		
	Digital Technology Adoption and Innovation	Level 4		
	Digital Technology Environment Scanning	Level 4		
	Finance Business Partnering	Level 4		
	Financial Analysis	Level 4		
	Financial Planning	Level 3		
	Financial Reporting	Level 3		

# Management Accountant/Financial Planning and Analysis Analyst/Business Analyst

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Macroeconomic Analysis	Level 4
	Management Decision Making	Level 4
	Performance Management	Level 3
	Professional and Business Ethics	Level 4
	Risk Management	Level 4
	Stakeholder Management	Level 3
	Tax Implications	Level 4
	Taxation Laws	Level 4

# Financial Planning and Analysis Manager

## JOB ROLE DESCRIPTION

The Financial Planning and Analysis (FP&A) Manager is involved in most, if not all, aspects of accounting and oversees the day-to-day activities of the accounting team. He/She ensures that the organisation's finance function is well-organised as well as produces timely and accurate management accounts, thus achieving compliance with corporate policies and statutory requirements. He also analyses data and understands the financial performance and position of the organisation in order to perform variance analysis and identifies key causes of business variances for performance measurement.

The FP&A Manager directs staff responsible for developing and modifying the management accounting system. He develops product costing techniques, institutes cost control measures, ensures timely and accurate labour, material, and overhead reports, supervises the undertaking of special cost studies and periodically reviews allocation of overhead costs.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support the organisation as a business partner	<ul style="list-style-type: none"> <li>• Liaise with business units to provide insights to performance and efficiency to facilitate achievement of departmental key performance indicators</li> <li>• Liaise with internal and external functions to promote understanding of business performance</li> <li>• Manage integration of internal and external data to improve forecasting and reporting insights and ensure processes are in place to seamlessly combine information from multiple data sources to enable quality decision making</li> </ul>
	Manage strategic planning initiatives	<ul style="list-style-type: none"> <li>• Prepare management report</li> <li>• Perform analysis of revenue performance and growth, profit and loss reports, operating variances, revenue reports</li> <li>• Manage digital initiatives that are linked to the financial strategy and business performance</li> </ul>
	Manage efficiency and effectiveness of resource allocation	<ul style="list-style-type: none"> <li>• Track and analyse key performance indicators</li> <li>• Propose cost improvement to business units</li> <li>• Identify the critical cost area with different business units</li> </ul>
	Maintain the internal control system	<ul style="list-style-type: none"> <li>• Establish and maintain robust internal control systems</li> <li>• Improve the internal control system</li> </ul>

# Financial Planning and Analysis Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Accounting and Tax Systems	Level 4	Decision Making
	Audit Compliance	Level 5	Leadership	Advanced
	Benchmarking	Level 4	Developing People	Intermediate
	Business Innovation and Improvement	Level 4	Resource Management	Intermediate
	Business Planning	Level 5	Digital Literacy	Intermediate
	Conflict Management	Level 5		
	Corporate and Business Law	Level 4		
	Cost Management	Level 5		
	Data Analytics	Level 4		
	Data Governance	Level 4		
	Digital Technology Adoption and Innovation	Level 5		
	Digital Technology Environment Scanning	Level 5		
	Finance Business Partnering	Level 4		
	Financial Management	Level 4		
	Financial Planning	Level 4		
	Financial Reporting	Level 5		
	Macroeconomic Analysis	Level 5		
	Management Decision Making	Level 5		
	Non-Financial Reporting	Level 4		
	Performance Management	Level 4		
	Professional and Business Ethics	Level 5		
	Risk Management	Level 4		
	Stakeholder Management	Level 4		
	Tax Implications	Level 5		
	Taxation Laws	Level 5		



# Business Controller/Finance Director

## JOB ROLE DESCRIPTION

The Business Controller/Finance Director is the business partner for all the business units in an organisation. He/She serves as the organisation's "go-to" person for all matters related to accounting. He provides technical accounting advice to various stakeholders to maximise the organisation's value and minimises risks in accordance with external and internal accounting guidance.

The Business Controller/Finance Director demonstrates excellent people skills to facilitate on-going business relationships and finds new business opportunities. He also plays a critical role in financial planning and analysis supporting key management decisions which includes involvement in providing operational risk management support to the business and ensuring proper business performance management through profitability and operational analysis. In addition, he is involved in recruitment, performance management, appraisal and identifying training and development needs for the business units in an organisation.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Drive business profitability and performance	<ul style="list-style-type: none"> <li>• Consult with business units by providing the financial views for business plans, key performance indicators, and process development</li> <li>• Support all business units with insights to make informed decisions towards achieving the company's objectives</li> <li>• Perform the capital expenditure (CAPEX) evaluation on projects</li> <li>• Evaluate and appraise investments, capital expenditures and financing of projects and provide guidance and recommendations</li> <li>• Develop and implement methods, systems and decision-making models</li> </ul>
	Manage the budgeting and management accounting function	<ul style="list-style-type: none"> <li>• Oversee business control, planning and management reporting</li> <li>• Review offering on products' pricing strategies with financial consequences</li> </ul>
	Strategise with business units on resource allocation and management	<ul style="list-style-type: none"> <li>• Manage and monitor financial control systems</li> <li>• Review and analyse working capital to achieve optimisation</li> <li>• Review, analyse and improve cost to achieve cost efficiency</li> <li>• Review and analyse cost efficiency and its impact on value creation</li> <li>• Assist in the development and implementation of strategies on sustainability and environmental cost accounting</li> </ul>
	Maintain the internal control system	<ul style="list-style-type: none"> <li>• Establish and maintain robust internal control systems</li> <li>• Improve the internal control systems</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 5	Leadership	Advanced
	Audit Compliance	Level 5	Decision Making	Advanced
	Business Innovation and Improvement	Level 5	Communications	Advanced
	Business Planning	Level 5	Digital Literacy	Intermediate
	Business Process Management	Level 5	Developing People	Advanced
	Capital Expenditure and Investment Evaluation	Level 5		
	Change Management	Level 5		
	Conflict Management	Level 5		
	Corporate and Business Law	Level 5		

# Business Controller/Finance Director

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Cost Management	Level 6
	Data Analytics	Level 4
	Data Governance	Level 4
	Digital Technology Adoption and Innovation	Level 6
	Digital Technology Environment Scanning	Level 5
	Disruption Management	Level 5
	Finance Business Partnering	Level 5
	Financial Management	Level 5
	Financial Planning	Level 5
	Financial Reporting	Level 6
	Financial Reporting Quality	Level 6
	Macroeconomic Analysis	Level 5
	Management Decision Making	Level 6
	Non-Financial Reporting	Level 6
	Performance Management	Level 5
	Professional and Business Ethics	Level 6
	Regulatory Strategy	Level 6
	Risk Management	Level 5
	Stakeholder Management	Level 5
	Tax Implications	Level 6
	Taxation Laws	Level 6
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>	
Business Development	Level 5	



# Tax

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## Senior Manager, Transfer Pricing

Tiffany Low  
Deloitte & Touche LLP

### **TAX: A CAREER THAT DEMANDS AND REWARDS PERSONAL GROWTH**

In 1789, Benjamin Franklin coined the phrase – “In this world nothing can be said to be certain, except death and taxes”.

Tiffany Low understands this. Even during her days in university, she was certain that a career in tax would be her chosen path. After graduating from Singapore Management University, she joined Deloitte’s corporate tax team and looked forward to growing in her role.

#### **A career in tax: Behind the scenes**

Fast forward to today, and Tiffany is thriving at Deloitte. She is currently a Senior Manager specialising in Transfer Pricing, as well as an Accredited Tax Advisor (Income Tax). The scope of her work is broad, as she supports multiple teams and advises a myriad of multinational corporations on their cross-border transactions.

Tax as a concept is complex, and even within similar industries and businesses, taxes can vary widely – which means that tax professionals need to stay updated continually. Tiffany, for example, has expanded her knowledge of tax and has progressed from managing statutory tax filing matters to advisory tax issues, and more recently, specialising in transfer pricing.

**“The Skills Framework for Accountancy gives you an overview of your potential career progression, as well as the varying roles and skillsets needed at each level.”**

She explains that this evolution of knowledge and experience is the nature of the tax profession, and adds, “Every project is unique, and every day is a new learning experience.”

#### **A willingness to learn goes a long way**

Tiffany believes that her willingness to learn has contributed to her growth as a tax professional. Being in a profession that demands constant improvement, her interest in tax and the industry has pushed her to learn and improve. She does this by proactively engaging in various technical and industry training sessions.

For aspiring tax professionals, Tiffany shares the importance of keeping an open mind and developing a broad range of useful skills – such as communication, analytics and management abilities.

She also suggests using the Skills Framework for Accountancy to plan your career path. She says, “The progression and job scope at each juncture are clearly mapped out, which gives you a clear indication of what to expect next.”

# Tax Associate/Tax Executive

## JOB ROLE DESCRIPTION

The Tax Associate/Tax Executive supports his/her reporting officer and/or tax team in delivering high quality tax services.

In a Professional Services setup, he undertakes tax assignments such as preparing tax computation schedules and various statutory filings in a timely manner. He works closely with the tax team and collaborates with others such as the advisory or audit teams to innovate and identify value-adding opportunities to the client. He also contributes to the tax engagement by assisting in resolving queries on tax issues from clients or the tax authority. He may also contribute by researching and drafting possible recommendations on local, regional and/or international tax matters.

In a Business setup, he undertakes tax assignments such as preparing tax computation or assisting in the liaison between internal stakeholders and external tax agents in the preparation of tax computation, preparing tax schedules and various statutory filings in a timely manner as well as assisting in resolving inquiries from the tax authority. He may also be involved in cross-functional and/or cross-border teams to assist and/or research on tax-related issues, which may include one or more tax types, such as corporate, individual, and goods and services tax.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support statutory tax filings	<ul style="list-style-type: none"> <li>• Research and analyse data to perform tax computations</li> <li>• Prepare accurate tax returns for e-filings</li> <li>• Prepare other tax-related statutory e-filings</li> <li>• Keep proper tax-related documentation</li> <li>• Check notices of assessment</li> <li>• Review tax provisions</li> </ul>
	Manage tax controversies	<ul style="list-style-type: none"> <li>• Research and analyse data to draft response</li> <li>• Draft responses to manage tax controversies, including defending organisation's or client's tax positions and responding to tax authority's queries</li> </ul>
	Identify tax risks areas	<ul style="list-style-type: none"> <li>• Gather information on tax, accounting, business, legal and governance issues to identify tax risks</li> <li>• Monitor business operations and data periodically to ensure tax controls and other tax risk policies are adhered to</li> </ul>
	Support provision of tax advice	<ul style="list-style-type: none"> <li>• Research and gather data on business operations to aid the drafting of tax advice to the client or management</li> <li>• Analyse data to aid the drafting of tax advice to the client or management</li> </ul>
	Uphold professionalism and ethical standards	<ul style="list-style-type: none"> <li>• Act in accordance with applicable professional and ethical standards</li> <li>• Identify and communicate ethical dilemmas to supervisors</li> </ul>

# Tax Associate/Tax Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 4	Sense Making	Basic
	Corporate and Business Law	Level 3	Communication	Basic
	Digital Technology Environment Scanning	Level 3	Digital Literacy	Intermediate
	Professional and Business Ethics	Level 3	Teamwork	Basic
	Stakeholder Management	Level 3	Lifelong Learning	Basic
	Tax Advisory	Level 3		
	Tax Compliance	Level 3		
	Tax Controversy Management	Level 3		
	Tax Risk Management	Level 3		
	Taxation Laws	Level 3		
	Transfer Pricing	Level 3		

# Tax Senior/Tax Senior Executive

## JOB ROLE DESCRIPTION

The Tax Senior/Tax Senior Executive supports his/her reporting officer in managing simple tax engagements and delivering high quality tax services. He contributes to the achievement of quality tax work through the development and use of tax technical skills and business knowledge to resolve work issues effectively.

In a Professional Services setup, he plans, performs and reviews straightforward tax compliance work. He works on tax deliverables and ensures the timely completion of tax work. He works closely with clients and nurtures on-going relationships with them. He assists in preparing tax returns for larger and/or complex entities, managing all tax compliance, preparing transfer pricing documentation, resolving queries on tax issues from clients or the tax authority and possibly tax dispute resolution.

In a Business setup, he is involved in compliance on tax reporting, implementation of tax policies and the adherence of internal tax controls. He prepares tax returns, including data collation and analysis, manages all tax compliance work, monitors tax payment and refunds, prepares transfer pricing documentation, prepares tax reports, and assists in resolving inquiries from the tax authority and tax dispute resolution.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Prepare statutory tax filings	<ul style="list-style-type: none"> <li>• Review tax computations and tax returns</li> <li>• Review other tax-related statutory e-filings</li> <li>• Research and analyse data to perform complex tax computations</li> <li>• Prepare accurate complex tax returns for e-filing</li> <li>• Identify developments that impact tax compliance</li> <li>• Review tax provisions</li> </ul>
	Manage tax controversies	<ul style="list-style-type: none"> <li>• Review responses to manage tax controversies, including defending organisation's or client's tax positions and responding to tax authority's queries</li> <li>• Research and analyse data to draft response to complex queries</li> </ul>
	Identify tax risks areas	<ul style="list-style-type: none"> <li>• Review research or reports on local and/or international issues that impact the client's or organisation's tax risk profile</li> <li>• Review implications of tax risks to the client or organisation</li> <li>• Comply with and analyse best practices, controls framework and other tax risk policies</li> </ul>
	Draft tax advice	<ul style="list-style-type: none"> <li>• Identify tax issues across different tax types to draw out implications to the client or management</li> <li>• Draft tax advice to the client or management</li> <li>• Ensure proper documentation of tax technical and/or tax legal positions supporting the tax advice</li> </ul>
	Uphold professionalism and ethical standards	<ul style="list-style-type: none"> <li>• Uphold professional and ethical standards of the team</li> <li>• Analyse ethical dilemmas and communicate them to senior management</li> </ul>



# Tax Senior/Tax Senior Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 5	Problem Solving	Intermediate
	Corporate and Business Law	Level 4	Developing People	Intermediate
	Digital Technology Environment Scanning	Level 4	Communication	Intermediate
	Professional and Business Ethics	Level 4	Teamwork	Intermediate
	Stakeholder Management	Level 4	Digital Literacy	Advanced
	Tax Advisory	Level 4		
	Tax Compliance	Level 4		
	Tax Controversy Management	Level 4		
	Tax Risk Management	Level 4		
	Taxation Laws	Level 4		
	Transfer Pricing	Level 4		

# Tax Manager

## JOB ROLE DESCRIPTION

The Tax Manager provides operational management support and is the go-to person for a portfolio of top-tier clients to deliver high quality tax services. Within an organisation, he/she provides leadership to his tax team to deliver high quality tax services for internal stakeholders and manages tax projects within his portfolio. He also drives the performance and development of team capabilities through active coaching and mentoring to achieve effective and efficient team performance.

In a Professional Services setup, he reviews and provides key technical expertise and operational leadership to ensure the performance and quality of all tax work. He value-adds to the organisation by developing tax solutions and being involved in a broad range of projects to achieve tax efficiency, as well as foster a culture of learning and professionalism within the team.

He develops and maintains long-term client relationships and value-adds to the organisation by proactively identifying new business development opportunities and is responsible for the development and marketing of new products and service offerings. He ensures operational and financial excellence by determining and monitoring the budget, timeliness and resources for the tax projects in his portfolio. Beyond overseeing the operation of various tax teams to ensure deliverables within the allotted budget and timeline, he may also manage cross-functional and cross-border projects.

In a Business setup, he is a go-to operational person on all tax matters for the business units, external tax agents and the tax authority. He value-adds to the organisation by proactively deepening his technical knowledge and keeping abreast of tax regulations to ensure all tax obligations of entities/regions under his portfolio are met.

He also provides key technical expertise and leadership to ensure that the tax function provides high quality tax deliverables and that they operate in line with the organisation's overall tax strategy. He may also be involved in local or international projects such as developing a regional tax framework or proposing updated tax governance and controls.

	CRITICAL WORK FUNCTIONS	KEY TASKS
CRITICAL WORK FUNCTIONS AND KEY TASKS	Approve statutory tax filings	<ul style="list-style-type: none"><li>• Approve tax computations, tax returns and other drafted statutory e-filings</li><li>• Oversee team's or organisation's tax compliance locally and/or internationally</li><li>• Review and propose recommendations on existing and emerging tax or tax-related developments locally and/or internationally that have impact on the organisation's or client's tax compliance</li><li>• Review draft tax policies or guidelines that may affect tax compliance</li><li>• Review tax provisions</li></ul>
	Manage tax controversies	<ul style="list-style-type: none"><li>• Approve responses to manage tax controversies, including defending organisation's or client's tax positions and responding to tax authority's queries</li></ul>

# Tax Manager

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Advise on tax risks management	<ul style="list-style-type: none"> <li>• Advise tax implications and highlight tax risks areas to aid ongoing strategic decisions</li> <li>• Articulate relevant tax risks in a clear and concise manner to the client or organisation</li> <li>• Anticipate tax risks of the organisation through understanding of interplay of various business functions and tax</li> <li>• Monitor emerging tax issues across various jurisdictions to highlight potential tax risks</li> <li>• Draft comments and recommendations on draft policies and guidelines that have tax risks implications</li> </ul>
	Approve tax advice	<ul style="list-style-type: none"> <li>• Review tax advice across tax types to aid business decision making for the client or organisation</li> <li>• Communicate tax advice to client or management taking into consideration commercial and business objectives and constraints</li> <li>• Draft internal framework, standards and processes to ensure quality tax advice</li> </ul>
	<b>Specific to Professional Services</b> Identify business development areas	<ul style="list-style-type: none"> <li>• Identify business development opportunities</li> <li>• Propose new areas of engagement to the client</li> <li>• Draft business proposals</li> </ul>
	Uphold professionalism and ethical culture	<ul style="list-style-type: none"> <li>• Ensure the team maintains high professional and ethical standards</li> <li>• Highlight ethical dilemmas to the client or organisation's management</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 6	Decision Making	Intermediate
	Corporate and Business Law	Level 5	Interpersonal Skills	Intermediate
	Digital Technology Adoption and Innovation	Level 5	Developing People	Intermediate
	Digital Technology Environment Scanning	Level 4	Leadership	Advanced
	Professional and Business Ethics	Level 5	Global Mindset	Advanced
	Stakeholder Management	Level 5		
	Tax Advisory	Level 5		
	Tax Compliance	Level 5		
	Tax Controversy Management	Level 5		
	Tax Risk Management	Level 5		
	Taxation Laws	Level 5		
	Transfer Pricing	Level 5		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
Business Development	Level 5			

# Tax Partner/Tax Director/ Tax Vice President/Head of Tax

## JOB ROLE DESCRIPTION

The Tax Partner/Tax Director/Tax Vice President/Head of Tax is a strategic leader who steers the tax line of business or organisation to achieve excellence in the local, regional and/or international arena. He/She formulates technical or strategic directions to drive change and harness the potential from change.

In a Professional Services setup, he provides the vision and overarching leadership to develop and strengthen organisational tax capabilities. He is responsible for the overall tax engagement and its performance. He champions the development of the team against business goals and objectives.

He also manages a portfolio of top-tier clients and is the advisory lead in all local, regional and international tax planning and structuring which may include transfer pricing, and mergers and acquisition matters. He manages a team of professionals, works with other partners on tax engagements and proactively keeps abreast of tax regulations. He drives the development of innovative ideas to extend client services, provides support to ensure timely completion of tax projects, addresses client concerns for immediate resolution, and maintains up-to-date knowledge about company standards, policies and regulations.

In a Business setup, he is responsible for the overall tax function of the organisation and its performance within his jurisdiction. He provides strategic tax leadership to develop and strengthen the organisation's tax position and proactively keeps abreast of tax regulations.

He leads a team of tax professionals to make strategic tax decisions for the organisation such as developing and overseeing the implementation of tax strategy and managing its government incentives and filings. He also ensures that the organisation meets all its tax obligations, operates in line with the organisation's global tax strategies and may represent and advocate for the company in its tax matters with the tax authorities. Internally, he provides strategic tax guidance pertaining to new business developments.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Approve statutory tax filings	<ul style="list-style-type: none"> <li>• Oversee tax computations, tax returns and other drafted statutory e-filings</li> <li>• Oversee compliance standards of the team or organisation locally and/or internationally</li> <li>• Provide direction on the overall compliance standards and systems to ensure tax compliance</li> <li>• Evaluate existing and draft tax policies, guidelines, procedures and/or technology to enhance tax compliance</li> </ul>
	Manage tax controversies	<ul style="list-style-type: none"> <li>• Lead the team to manage tax controversies, including defending organisation's or client's positions and responding to tax authority's queries</li> </ul>
	Advise on tax risks management	<ul style="list-style-type: none"> <li>• Finalise tax risk positions in relation to the client's or organisation's business strategy vis-à-vis local and global developments</li> <li>• Advise client on risk management through understanding of tax developments and key issues locally and/or internationally</li> <li>• Interpret key tax issues in each jurisdiction to advise senior management on the implications to the overall organisation's tax risk profile vis-à-vis business strategies</li> <li>• Put in place framework and controls to monitor business and tax developments to ensure tax risks are minimised and/or managed in a proper manner</li> </ul>

# Tax Partner/Tax Director/ Tax Vice President/Head of Tax

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Oversee tax advice	<ul style="list-style-type: none"> <li>• Provide holistic tax advice to the organisation through understanding of the business and interplay of various business functions</li> <li>• Approve tax advice offered to client or management</li> <li>• Oversee all communication of the tax advice to relevant stakeholders</li> <li>• Implement framework and controls to ensure tax advice are drafted in accordance to set standards and adherence to risk profile of the practice or the organisation</li> </ul>
	<b>Specific to Professional Services</b> Drive business development strategic direction	<ul style="list-style-type: none"> <li>• Put in place procedures and processes to identify business development opportunities</li> <li>• Identify emerging areas for business development</li> <li>• Plan strategy and develop resources for new areas of business development</li> <li>• Approve proposals to the client or organisation</li> </ul>
	Advocate professionalism and an ethical environment	<ul style="list-style-type: none"> <li>• Provide overall guidance on professional conduct and ethics</li> <li>• Determine appropriate course of action to address an ethical conflict</li> <li>• Establish internal policies and training programmes</li> <li>• Provide guidance on responses in the context of a tax engagement</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Accounting and Tax Systems	Level 6	Decision Making	Advanced
	Corporate and Business Law	Level 6	Leadership	Advanced
	Digital Technology Adoption and Innovation	Level 6	Global Mindset	Advanced
	Digital Technology Environment Scanning	Level 5	Interpersonal Skills	Advanced
	Professional and Business Ethics	Level 6	Developing People	Advanced
	Stakeholder Management	Level 6		
	Tax Advisory	Level 6		
	Tax Compliance	Level 6		
	Tax Controversy Management	Level 6		
	Tax Risk Management	Level 6		
	Taxation Laws	Level 6		
	Transfer Pricing	Level 6		
	<b>SPECIFIC TO PROFESSIONAL SERVICES</b>			
	Business Development	Level 6		

# Enterprise Risk Management

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## Head of Venture Risks

Gordon Song  
Lazada Group

### BALANCING LIFE'S RISKS AND REWARDS

As an accounting graduate, Gordon Song's career took off when he landed a job at a Big Four accounting firm. However, when the young professional realised that his horizons extended beyond audit, he tidied his desk and switched course into the exciting world of risk management.

After a few years as the Head of Risk Management at several agencies, Gordon's next job surprised his peers once again. In 2015, he joined an ecommerce start-up named Lazada, as their first Head of Internal Audit and Risk.

#### **Risking with discipline**

After abandoning the safety net of a Big Four firm, taking on a new specialisation, then moving to a start-up, Gordon did not stop there.

In 2019, when Lazada needed a "non-traditional tech person" to look into their security, Gordon jumped headfirst into his brand-new role as the company's first-ever Head of Venture Risks. He learnt the trade, built his team and strengthened the risk operations.

While more conservative-minded individuals may wonder why Gordon continues to take risks in his career, Gordon

**"The Skills Framework for Accountancy gives the next generation of leaders a framework to benchmark their competencies against."**

does not see risk-taking as inherently "dangerous". In fact, he sees these situations as opportunities and worthwhile challenges.

He shares, "To balance risks, you need discipline. The discipline to choose the right battles and define your priorities. You need discipline to report on the progress, outcomes, and results. And you need discipline to measure your success, every day."

#### **Keen on a career in risk management?**

For aspiring newcomers, Gordon says, "You've got to lead from the front. By being hands-on, you'll understand the process and how to fill in any gaps that appear."

Gordon also shares his thoughts on how leaders in the risk management field can better equip themselves to take charge.

"I believe in the Skills Framework for Accountancy. It gives the next generation of leaders a framework to benchmark their competencies against – enabling them to enhance the skills they have today, and develop skills that will help them to make progress in their career for the long-term."

# Enterprise Risk Management Associate/ Enterprise Risk Management Executive

## JOB ROLE DESCRIPTION

The Enterprise Risk Management Associate/Enterprise Risk Management Executive is responsible for supporting the implementation of enterprise risk management (ERM) activities, as well as policy and process maintenance. He/She gathers information, monitors and flags issues within ERM systems. He assists in preparing documents and reports for management review. He monitors adherence to risk policy and guidelines, supporting overall communication and risk reporting mechanisms. He also supports identification of resolution activities after high-risk incidents.

The Enterprise Risk Management Associate/Enterprise Risk Management Executive is inquisitive, adaptable, a quick learner and is able to execute work independently. He is highly motivated, takes initiative and able to deliver outcomes as required. He is also analytical, and process and task-oriented in carrying out required procedures. He possesses strong time management, interpersonal and communication skills.

The Enterprise Risk Management Associate/Enterprise Risk Management Executive would typically have had prior exposure to other accounting and advisory functions, and is expected to embark on a steep learning curve to acquire ERM skills and expertise. He has basic knowledge of organisations' business model and culture.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Maintain enterprise risk management framework	<ul style="list-style-type: none"> <li>• Ensure documentation of enterprise risk management (ERM) policies, frameworks, processes and procedures</li> <li>• Collate information on organisational activities and data to identify possible organisational risks</li> <li>• Support implementation of policies and strategies for monitoring, managing and escalating enterprise-level risks</li> </ul>
	Identify enterprise risk and controls	<ul style="list-style-type: none"> <li>• Support execution of routine risk mitigation activities</li> <li>• Establish relationships with business units to uncover operational risks relating to employee conduct, business processes and/or technology platforms</li> <li>• Gather information on external markets, industry conditions and changing regulations to assess possible risk impact together with business units</li> <li>• Collaborate with business units to identify potential breach management processes</li> </ul>
	Implement ERM and consequence management activities	<ul style="list-style-type: none"> <li>• Work with business units to verify proper functioning of day-to-day controls, periodic monitoring of effectiveness indicators and resolution of inefficiencies across business units</li> <li>• Support implementation of risk reporting framework and incidence management by gathering information on ERM incidents from staff</li> <li>• Gather data on enterprise risk indicators to support enterprise risk assessment execution</li> <li>• Support risk assessment processes and draft assessment reports to document findings</li> </ul>
Establish culture of risk awareness and risk management	<ul style="list-style-type: none"> <li>• Support execution of activities to promote organisational risk culture</li> <li>• Conduct research to support development of risk awareness training materials</li> <li>• Coordinate training programmes for employees</li> <li>• Support implementation of regular awareness events relating to day-to-day risks and corresponding risk management activities</li> </ul>	



# Enterprise Risk Management Associate/ Enterprise Risk Management Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 3	Communication
	Business Continuity Management	Level 3	Problem Solving	Basic
	Business Process Analysis	Level 3	Interpersonal Skills	Basic
	Corporate and Business Law	Level 2	Teamwork	Basic
	Cyber Security	Level 3	Lifelong Learning	Basic
	Data Analytics	Level 3		
	Data Governance	Level 3		
	Digital Technology Adoption and Innovation	Level 3		
	Environment and Social Governance	Level 3		
	Financial Analysis	Level 3		
	Fraud Risk Management	Level 3		
	Governance	Level 4		
	Internal Controls	Level 3		
	Macroeconomic Analysis	Level 3		
	Professional and Business Ethics	Level 3		
	Project Execution and Control	Level 3		
	Regulatory Risk Assessment	Level 4		
	Risk Advisory	Level 4		
	Risk Appetite and Goal Setting	Level 3		
	Risk Management	Level 4		
	Stakeholder Management	Level 4		
	Systems Thinking	Level 3		

# Enterprise Risk Management Senior/ Enterprise Risk Management Senior Executive

## JOB ROLE DESCRIPTION

The Enterprise Risk Management Senior/Enterprise Risk Management Senior Executive is responsible for implementing enterprise risk management (ERM) activities in collaboration with various business units, as well as identifying and escalating routine and emerging enterprise risks through the execution of ERM framework procedures. He/She communicates and highlights risk profiles for management review. He also recommends and executes activities to manage and respond to risks within the business. He facilitates risk management units in adhering to enterprise risk management policies and frameworks. He also supports planning for recovery and resolution activities after high-risk incidents in collaboration with business units.

The Enterprise Risk Management Senior/Enterprise Risk Management Senior Executive is results-oriented and self-reliant in meeting goals and objectives. He has a good understanding of the organisations' business model, culture and value chain. He possesses the ability to think strategically, demonstrate good judgment and execute procedures with quality. He can collaborate with others to achieve a common goal and foster enthusiasm. He should possess excellent communication, facilitation and interpersonal skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Maintain enterprise risk management framework	<ul style="list-style-type: none"> <li>• Communicate each business unit's risk profile and ensure business units implement relevant enterprise risk management (ERM) policies and frameworks</li> <li>• Propose possible key risk indicators (KRIs) present in organisational activities</li> <li>• Implement policies and strategies for monitoring, managing and escalating enterprise-level risks</li> </ul>
	Identify enterprise risk and controls	<ul style="list-style-type: none"> <li>• Support business units in implementing mitigation actions and controls for identified enterprise risks</li> <li>• Support relevant business units in managing operational risks relating to employee conduct, business processes and/or technology platforms</li> <li>• Analyse information on external market, industry conditions and changing regulations to identify risk impact</li> <li>• Deliver regular communication to educate employees on technical skills and breach management processes required to facilitate risk breach incidents and risk mitigation</li> </ul>
	Implement ERM and consequence management activities	<ul style="list-style-type: none"> <li>• Support business units to implement day-to-day controls, ensure periodic monitoring of effectiveness indicators and identification and resolution of inefficiencies</li> <li>• Implement frameworks for risk reporting and incidence management and collaborate with relevant staff and external auditors on resolving ERM incidents</li> <li>• Support enterprise risk assessment activities aligned to relevant frameworks</li> <li>• Analyse risk assessment and risk monitoring findings to identify potential fraud incidents</li> </ul>
	Establish culture of risk awareness and risk management	<ul style="list-style-type: none"> <li>• Drive implementation of activities to promote organisational risk awareness</li> <li>• Develop training materials relating to employee conduct, technology compliance and operational risk management activities including risk prevention</li> <li>• Support delivery of training to employees on operational risk management methodologies and tools</li> <li>• Conduct regular awareness events relating to day-to-day risks and corresponding risk management activities</li> </ul>

# Enterprise Risk Management Senior/ Enterprise Risk Management Senior Executive

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 4	Communication
	Business Continuity Management	Level 3	Interpersonal Skills	Intermediate
	Business Process Analysis	Level 4	Teamwork	Intermediate
	Corporate and Business Law	Level 3	Problem Solving	Intermediate
	Cyber Security	Level 3	Transdisciplinary Thinking	Intermediate
	Data Analytics	Level 3		
	Data Governance	Level 3		
	Digital Technology Adoption and Innovation	Level 4		
	Environment and Social Governance	Level 3		
	Financial Analysis	Level 4		
	Fraud Risk Management	Level 3		
	Governance	Level 4		
	Internal Controls	Level 4		
	Macroeconomic Analysis	Level 3		
	Professional and Business Ethics	Level 4		
	Project Execution and Control	Level 4		
	Regulatory Risk Assessment	Level 4		
	Risk Advisory	Level 4		
	Risk Appetite and Goal Setting	Level 4		
	Risk Management	Level 4		
	Stakeholder Management	Level 4		
	Systems Thinking	Level 3		

# Enterprise Risk Management Manager

## JOB ROLE DESCRIPTION

The Enterprise Risk Management Manager is responsible for managing enterprise-wide risks through collaboration across the organisations' risk discipline. He/She works with internal stakeholders to establish risk criteria within different business units, develop risk reporting mechanisms and propose controls that support risk mitigation plans according to enterprise-level frameworks. He also develops risk profiles to analyse the severity of risks. He also assists with the planning for recovery and resolution activities after high-risk incidents in collaboration with business units.

The Enterprise Risk Management Manager is results-oriented, innovative and able to work independently. He has broad knowledge of the organisation, decision-making processes and business model. He has an analytical mindset and can communicate with senior management on sensitive risk-related issues. He is also adept at managing a diverse group of stakeholders across the organisation and guiding his team. He is familiar with the various risk disciplines within various industries and possesses knowledge of different types of risks.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Maintain enterprise risk management framework	<ul style="list-style-type: none"> <li>Analyse history of risk-taking and its impact across the organisation to guide decision-making and review documentation of risk analyses</li> <li>Collaborate with business units to identify key risk indicators (KRIs) and risk thresholds to guide overall risk management activities</li> <li>Develop policies and strategies for monitoring, managing and escalating enterprise-level risks with input from relevant business units</li> </ul>
	Identify enterprise risk and controls	<ul style="list-style-type: none"> <li>Develop appropriate strategies to control identified priority areas of risks in accordance with the enterprise risk management (ERM) framework with input from relevant business units</li> <li>Propose corrective actions based on risk exposure relating to employee conduct, business processes and/or technology platforms</li> <li>Assess risk impact of external markets, industry conditions and changing regulations to determine need for new or updated risk controls</li> <li>Ensure technical upskilling for employees through training and robustness of technology platforms to facilitate business continuity after crises and incidents</li> </ul>
	Implement ERM and consequence management activities	<ul style="list-style-type: none"> <li>Collaborate with relevant business units to develop cross-functional risk management initiatives and projects that impact multiple risk disciplines and/or business units</li> <li>Develop frameworks for risk reporting and incidence management including action plans to manage emerging risks</li> <li>Implement enterprise risk assessment activities aligned to relevant frameworks</li> <li>Ensure timely reporting of risk exposure, stress testing and risk assessment findings to internal stakeholders and audit activities</li> </ul>
	Establish culture of risk awareness and risk management	<ul style="list-style-type: none"> <li>Develop communication and activities to drive compliance with risk frameworks, policies and requirements</li> <li>Deliver training to stakeholders on employee conduct, technology compliance and operational risk management activities</li> <li>Guide business units on operational risk management methodologies, tools and their effective utilisation</li> <li>Implement self-assessment processes for employees to gain awareness on their personal exposure to risks</li> </ul>

# Enterprise Risk Management Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 5	Problem Solving
	Business Continuity Management	Level 4	Interpersonal Skills	Advanced
	Business Process Analysis	Level 5	Communication	Advanced
	Corporate and Business Law	Level 4	Sense Making	Advanced
	Cyber Security	Level 3	Teamwork	Advanced
	Data Analytics	Level 4		
	Data Governance	Level 4		
	Digital Technology Adoption and Innovation	Level 4		
	Environment and Social Governance	Level 3		
	Financial Analysis	Level 4		
	Fraud Risk Management	Level 3		
	Governance	Level 5		
	Internal Controls	Level 4		
	Macroeconomic Analysis	Level 4		
	Professional and Business Ethics	Level 5		
	Project Execution and Control	Level 5		
	Regulatory Risk Assessment	Level 5		
	Risk Advisory	Level 5		
	Risk Appetite and Goal Setting	Level 4		
	Risk Management	Level 5		
	Stakeholder Management	Level 5		
	Systems Thinking	Level 4		

# Chief Risk Officer/Risk Partner/Head of Risk/Enterprise Risk Management Director

## JOB ROLE DESCRIPTION

The Chief Risk Officer/Risk Partner/Head of Risk/Enterprise Risk Management Director manages the overall risk exposure across the organisation in collaboration with relevant business units and senior stakeholders. He/She develops and defines enterprise-level policies and frameworks which establishes acceptable risk appetite and strategies to maintain the organisation's collective risk exposure. He reviews the monitoring and management of enterprise risk exposure, including identifying and measuring risks from an organisational level, and implementing appropriate risk controls across the organisation. He also leads planning for recovery and resolution activities after high-risk incidents in collaboration with business units.

The Chief Risk Officer/Risk Partner/Head of Risk/Enterprise Risk Management Director is strategically oriented, well-versed with all aspects of the business including decision-making processes and able to connect the dots to achieve outcomes. He is conceptual, highly experienced in various risk disciplines and takes a big picture approach. He is an influential leader, leading and developing the team, and works well with a wide range of senior stakeholders. He has strong interpersonal skills and the ability to change undesirable behaviours with more desirable ones.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Maintain enterprise risk management framework	<ul style="list-style-type: none"> <li>• Lead development of enterprise risk management (ERM) policies and frameworks in collaboration with senior stakeholders and the board</li> <li>• Evaluate recommended risk thresholds and endorse acceptable key risk indicators (KRI) for the organisation with input from relevant business units and the board</li> <li>• Determine proposed policies and strategies for monitoring, managing and escalating key risks which would impact at an enterprise-level with input from business units and the board</li> </ul>
	Identify enterprise risk and controls	<ul style="list-style-type: none"> <li>• Review strategies to control identified priority areas of risks in accordance with the ERM framework</li> <li>• Develop risk response strategies to manage risk exposures relating to employee conduct, business processes and/or technology platforms in collaboration with senior stakeholders</li> <li>• Adjust enterprise strategies, policies and frameworks to reflect new and/or changing trends and practices and to ensure they provide adequate risk coverage</li> <li>• Collaborate with business units to develop procedures for employees in technology or cybersecurity risks breach incidents and post-breach activities to ensure business continuity</li> </ul>
	Implement ERM and consequence management activities	<ul style="list-style-type: none"> <li>• Set direction for cross-functional risk management initiatives and projects that impact multiple risk disciplines and/or business units</li> <li>• Implement proposed frameworks for risk reporting and incidence management in line with business strategies and development of risk identification procedures to manage fraud risks</li> <li>• Contextualise frameworks to inform organisation's risk strategies</li> <li>• Articulate impact of risk exposure, stress testing and risk assessment findings to senior stakeholders to drive strategic decision-making activities</li> </ul>
	Establish culture of risk awareness and risk management	<ul style="list-style-type: none"> <li>• Advocate a culture of risk awareness and active risk management across organisation</li> <li>• Establish organisational guidelines for employee conduct, technology compliance and operational risk management activities in collaboration with senior management</li> <li>• Brief senior stakeholders, board members and management on operational risk activities, methodologies and tools being implemented</li> <li>• Drive culture of technology risk literacy as a key emerging operational risk area</li> </ul>

# Chief Risk Officer/Risk Partner/Head of Risk/ Enterprise Risk Management Director

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Benchmarking	Level 5	Leadership
	Business Continuity Management	Level 4	Decision Making	Advanced
	Business Process Analysis	Level 5	Transdisciplinary Thinking	Advanced
	Corporate and Business Law	Level 4	Communication	Advanced
	Cyber Security	Level 3	Interpersonal Skills	Advanced
	Data Analytics	Level 4		
	Data Governance	Level 4		
	Digital Technology Adoption and Innovation	Level 5		
	Environment and Social Governance	Level 3		
	Financial Analysis	Level 4		
	Fraud Risk Management	Level 4		
	Governance	Level 5		
	Internal Controls	Level 5		
	Macroeconomic Analysis	Level 4		
	Professional and Business Ethics	Level 6		
	Project Execution and Control	Level 6		
	Regulatory Risk Assessment	Level 5		
	Risk Advisory	Level 6		
	Risk Appetite and Goal Setting	Level 5		
	Risk Management	Level 6		
	Stakeholder Management	Level 6		
	Systems Thinking	Level 5		

# Internal Audit

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## Vice President, Group Audit

Yeo Guosen  
United Overseas Bank (UOB)

### INSIGHTS INTO AUDITING

The search for what you love doing is never a straight dash. It is a journey of obstacles, to overcome and gain experience, as well as detours that may be pathways to new opportunities. This is Yeo Guosen's story.

Back in 2003, the young professional felt his work was becoming routine, and his career was stagnating. He was then offered a role in auditing, despite being new to audit. Sensing that this could be an opportunity to reinvigorate his career, Guosen took on the challenge.

#### Garnering insights

Today, Guosen is a Vice President at UOB's Group Audit. He leads teams that conduct independent reviews of end-to-end controls and processes for the bank's Global Markets segment. His audit work covers the segment's front office, as well as risk and control units across the UOB network – from the bank's headquarters in Singapore to regional subsidiaries and overseas branches.

Audit work requires the understanding of the specific market segment, so that meaningful insights can be drawn through

**“Draw on the Skills Framework for Accountancy to identify the key skills and competencies the industry requires. Acquire these skills through upskilling and develop mastery.”**

analysis of the data. Guosen and his colleagues use these insights, which are essential to their audit assessment and results. He notes, “It is vital that I have a deep understanding of how my colleagues in the Global Markets segment operate. This helps me create innovative testing designs, ideas and approaches for our audits.”

#### Lifelong learning, assisted by the Skills Framework

Guosen's focus on efficiency and productivity extends beyond the traditional audit approach. A dedicated lifelong learner, Guosen believes in the importance of upskilling to achieve data analytics and automation in the audit process. For example, he attended a programming course to learn how to better facilitate and master the continuous audit process.

He recommends that newcomers to the industry use the Skills Framework to familiarise themselves with the skills they need to succeed. He advises, “Draw on the Skills Framework for Accountancy to identify the key skills and competencies the industry requires. Acquire these skills through upskilling and develop mastery.”

# Senior Internal Auditor/Internal Auditor

## JOB ROLE DESCRIPTION

The Senior Internal Auditor/Internal Auditor executes internal audit engagements in accordance with audit procedures and applicable frameworks on governance, risk management and control. He/She supports the team in providing advice and business insights to the organisation by identifying opportunities and making recommendations for change.

The Senior Internal Auditor/Internal Auditor documents organisation's internal controls and business processes, and makes recommendations for changes to the organisation's internal controls and business processes. He should remain updated on professional competence standards.

The Senior Internal Auditor/Internal Auditor is meticulous and dependable in executing his work. He exercises due professional care in his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide independent and objective assurance	<ul style="list-style-type: none"> <li>Execute internal audit engagements in accordance with audit procedures and applicable frameworks on governance, risk management and control</li> <li>Identify risk of threats to independence</li> <li>Document organisation's internal controls and business processes</li> <li>Develop awareness of cybersecurity threats, infocomm technology (IT) risks, controls, IT developments and risks related to information security and data privacy</li> <li>Recommend changes to the organisation's internal controls and business processes</li> <li>Identify design and control gaps</li> <li>Review internal control frameworks</li> </ul>
	Enhance and protect organisational value by providing advice and insight	<ul style="list-style-type: none"> <li>Support the team in providing advice and business insights to the organisation by identifying opportunities and making recommendations for change</li> </ul>
	Conform with professional standards	<ul style="list-style-type: none"> <li>Uphold professional standards</li> <li>Execute internal audit engagements in accordance with the International Professional Practices Framework (IPPF)</li> <li>Act in accordance with The Institute of Internal Auditors' (IIA) Code of Ethics</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Auditor Independence	Level 3	Communication	Basic
	Business Acumen	Level 3	Interpersonal Skills	Intermediate
	Business Innovation and Improvement	Level 3	Digital Literacy	Intermediate
	Business Process Analysis	Level 3	Teamwork	Basic
	Cyber Security	Level 3	Sense Making	Basic
	Data Analytics	Level 4		
	Due Professional Care	Level 3		
	Enterprise Risk Management	Level 3		
	Financial Statements Analysis	Level 3		
	Fraud Risk Management	Level 4		
Governance	Level 3			

# Senior Internal Auditor/Internal Auditor

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES	
	Infocomm Security and Data Privacy	Level 3
	Information Gathering and Analysis	Level 4
	Internal Audit Engagement Execution	Level 4
	Internal Audit Engagement Planning	Level 4
	Internal Controls	Level 3
	Professional and Business Ethics	Level 3
	Professional Standards	Level 3
	Project Execution and Control	Level 3
	Risk Management	Level 3

# Internal Audit Assistant Manager

## JOB ROLE DESCRIPTION

The Internal Audit Assistant Manager is responsible for developing audit procedures and programmes based on internal audit engagement objectives and scope. He/She is involved in supervising internal audit engagements.

The Internal Audit Assistant Manager analyses implications of significant changes and infocomm technology (IT) developments to the organisation, business units and key processes. He also guides the team to uphold professional standards and ensure internal audit engagements are executed in accordance with the International Professional Practices Framework (IPPF). He supports the business by applying data analytics and business intelligence tools to analyse data to interpret findings for business insights.

The Internal Audit Assistant Manager is scrupulous and accountable. He exercises due professional care in his work.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide independent and objective assurance	<ul style="list-style-type: none"> <li>Develop audit procedures and programmes based on internal audit engagement objectives and scope</li> <li>Supervise internal audit engagements</li> <li>Analyse information gathered on design of business processes</li> <li>Make recommendations to improve business processes</li> <li>Assess various risks related to infocomm technology (IT), information security and data privacy</li> <li>Assess risk management processes and frameworks, including fraud risks</li> <li>Assess risks associated with governance practices and frameworks</li> <li>Assess effectiveness of internal controls using internal control frameworks established</li> </ul>
	Enhance and protect organisational value by providing advice and insight	<ul style="list-style-type: none"> <li>Analyse implications of significant changes and IT developments to the organisation, business units and key processes</li> <li>Apply data analytics and business intelligence tools to analyse data to interpret findings for business insights</li> <li>Make recommendations for change based on findings</li> </ul>
	Conform with professional standards	<ul style="list-style-type: none"> <li>Guide team to uphold professional standards</li> <li>Ensure internal audit engagements are executed in accordance with the International Professional Practices Framework (IPPF)</li> <li>Act in accordance with The Institute of Internal Auditors' (IIA) Code of Ethics</li> </ul>

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Auditor Independence	Level 4	Communication	Intermediate
	Business Acumen	Level 4	Interpersonal Skills	Intermediate
	Business Innovation and Improvement	Level 3	Problem Solving	Intermediate
	Business Process Analysis	Level 4	Teamwork	Intermediate
	Cyber Security	Level 4	Digital Literacy	Advanced
	Data Analytics	Level 4		
	Digital Technology Environment Scanning	Level 3		
Due Professional Care	Level 3			

# Internal Audit Assistant Manager

<b>SKILLS AND COMPETENCIES</b>	<b>TECHNICAL SKILLS AND COMPETENCIES</b>	
	Enterprise Risk Management	Level 4
	Financial Statements Analysis	Level 3
	Fraud Risk Management	Level 4
	Governance	Level 4
	Infocomm Security and Data Privacy	Level 4
	Information Gathering and Analysis	Level 4
	Internal Audit Engagement Execution	Level 5
	Internal Audit Engagement Planning	Level 4
	Internal Audit Function Management	Level 4
	Internal Audit Quality Assurance	Level 4
	Internal Controls	Level 4
	Professional and Business Ethics	Level 4
	Professional Standards	Level 4
	Project Execution and Control	Level 4
	Risk Management	Level 4

# Internal Audit Senior Manager/ Internal Audit Manager

## JOB ROLE DESCRIPTION

The Internal Audit Senior Manager/Internal Audit Manager determines objectives and scope of internal audit engagements based on risk assessments, staff and other resources. He/She supervises internal audit activities with the use of new and emerging technological tools to achieve intended objectives.

The Internal Audit Senior Manager/Internal Audit Manager evaluates the potential impact of changes and infocomm technology (IT) developments on business, and reviews business insights to focus on value-added opportunities or high-risk areas. He also identifies opportunities to leverage data analytics and business intelligence tools and methods to obtain business insights for enhancing organisational value.

The Internal Audit Senior Manager/Internal Audit Manager is efficient and objective in executing his tasks and is a trustworthy leader in the organisation. He exercises due professional care in his work and manages the team to apply and conform to these standards.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide independent and objective assurance	<ul style="list-style-type: none"> <li>• Manage staff and internal audit operations to ensure completion of engagements</li> <li>• Determine objectives and scope of internal audit engagements based on risk assessments, staff and other resources</li> <li>• Supervise internal audit activities with appropriate use of new and emerging technological tools to achieve intended objectives</li> <li>• Identify cyber security threats and impact of infocomm technology (IT) developments</li> <li>• Recommend actions to address IT risks, security and data privacy</li> <li>• Assess effectiveness and efficiency of governance frameworks</li> </ul>
	Enhance and protect organisational value by providing advice and insight	<ul style="list-style-type: none"> <li>• Evaluate potential impact of changes and IT developments on business</li> <li>• Review business insights to focus on value-added opportunities or high-risk areas</li> <li>• Evaluate quality of business process recommendations for improvements to internal control frameworks</li> <li>• Identify opportunities to leverage data analytics and business intelligence tools and methods to obtain business insights for enhancing organisational value</li> </ul>
	Conform with professional standards	<ul style="list-style-type: none"> <li>• Implement processes to ensure professional standards are adhered to</li> <li>• Implement processes to ensure internal audit engagements are executed in accordance with the International Professional Practices Framework (IPPF)</li> <li>• Assess the internal audit function's conformance to The Institute of Internal Auditors' (IIA) Code of Ethics</li> <li>• Manage Quality Assurance and Improvement Program (QAIP) planning, execution and reporting</li> </ul>

# Internal Audit Senior Manager/ Internal Audit Manager

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
		Auditor Independence	Level 5	Leadership
	Business Acumen	Level 5	Decision Making	Intermediate
	Business Innovation and Improvement	Level 4	Resource Management	Advanced
	Business Process Analysis	Level 5	Sense Making	Advanced
	Cyber Security	Level 4	Developing People	Intermediate
	Data Analytics	Level 5		
	Digital Technology Environment Scanning	Level 4		
	Due Professional Care	Level 4		
	Enterprise Risk Management	Level 5		
	Financial Statements Analysis	Level 3		
	Fraud Risk Management	Level 5		
	Governance	Level 5		
	Infocomm Security and Data Privacy	Level 4		
	Information Gathering and Analysis	Level 5		
	Internal Audit Engagement Execution	Level 5		
	Internal Audit Engagement Planning	Level 5		
	Internal Audit Function Management	Level 5		
	Internal Audit Quality Assurance	Level 5		
	Internal Controls	Level 5		
	Professional and Business Ethics	Level 5		
	Professional Standards	Level 5		
	Project Execution and Control	Level 5		
	Risk Management	Level 5		

# Chief Audit Executive/Head of Internal Audit

## JOB ROLE DESCRIPTION

The Chief Audit Executive/Head of Internal Audit steers the organisation to achieve good corporate governance. He/She manages the resources, policies and procedures of the internal audit function to ensure completion of audit plans.

The Chief Audit Executive/Head of Internal Audit facilitates the use of new and emerging technologies to identify and evaluate implications of process design gaps and recommendations on organisation's strategic objectives. He also influences internal controls for the organisation and promotes the adoption of governance frameworks. As the Internal Audit leader, he ensures audit activities are completed in accordance with the International Professional Practices Framework (IPPF) and contributes towards professional standards development.

The Chief Audit Executive/Head of Internal Audit is an innovative and transformational leader. He exercises due professional care in his work and manages the team to apply and conform to these standards.

CRITICAL WORK FUNCTIONS AND KEY TASKS	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide independent and objective assurance	<ul style="list-style-type: none"> <li>• Manage resources of internal audit function, policies and procedures of internal audit function to ensure completion of audit plans</li> <li>• Approve internal audit engagement plans</li> <li>• Communicate results of internal audit engagements to stakeholders</li> <li>• Facilitate use of new and emerging technologies to identify and evaluate implications of process design gaps and recommendations on organisation's strategic objectives</li> <li>• Identify cyber security threats in business processes</li> <li>• Review policies and procedures to address infocomm technology risks, security and data privacy compliance</li> <li>• Recommend strategies to advocate ethics and values within the internal audit function</li> <li>• Advocate ethics and values throughout the organisation</li> </ul>
	Enhance and protect organisational value by providing advice and insight	<ul style="list-style-type: none"> <li>• Engage stakeholders to communicate identified areas of opportunities and high risks, and changes required to realign to organisation's strategic objectives</li> <li>• Create an environment that encourages improvements within the internal audit function</li> <li>• Influence management to recognise the need for change and innovation throughout the organisation</li> <li>• Support organisations in digital transformation</li> <li>• Engage stakeholders on opportunities to leverage data analytics, business intelligence tools and methods to obtain business insights for enhancing value for organisation</li> <li>• Influence internal controls for the organisation</li> <li>• Promote adoption of governance frameworks</li> </ul>
	Conform with professional standards	<ul style="list-style-type: none"> <li>• Contribute towards professional standards development</li> <li>• Ensure audit activities are completed in accordance with the International Professional Practices Framework (IPPF)</li> <li>• Assess conformance of internal audit function with Quality Assurance and Improvement Program (QAIP) of Institute of Internal Auditors (IIA) Standards</li> <li>• Assess ethical culture of the internal audit function against The IIA's Code of Ethics</li> </ul>



# Chief Audit Executive/Head of Internal Audit

SKILLS AND COMPETENCIES	TECHNICAL SKILLS AND COMPETENCIES		GENERIC SKILLS AND COMPETENCIES (TOP 5)	
	Auditor Independence	Level 6	Leadership	Advanced
Business Acumen	Level 6	Decision Making	Advanced	
Business Innovation and Improvement	Level 5	Interpersonal Skills	Advanced	
Business Process Analysis	Level 6	Developing People	Advanced	
Cyber Security	Level 4	Communication	Advanced	
Data Analytics	Level 5			
Digital Technology Environment Scanning	Level 5			
Due Professional Care	Level 4			
Enterprise Risk Management	Level 6			
Financial Statements Analysis	Level 3			
Fraud Risk Management	Level 6			
Governance	Level 6			
Infocomm Security and Data Privacy	Level 5			
Information Gathering and Analysis	Level 6			
Internal Audit Engagement Execution	Level 6			
Internal Audit Engagement Planning	Level 6			
Internal Audit Function Management	Level 6			
Internal Audit Quality Assurance	Level 6			
Internal Controls	Level 6			
Professional and Business Ethics	Level 6			
Professional Standards	Level 6			
Risk Management	Level 6			

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Assurance	Audit Frameworks	Develop quality assurance frameworks to meet regulatory requirements				●	●	
	Auditing and Assurance Standards	Use applicable auditing and assurance standards to carry out auditing and assurance activities				●	●	●
	Auditor Independence	Possess the state of mind and appearance whereby integrity, objectivity or professional scepticism are not compromised			●	●	●	●
	Engagement Completion and Reporting	Perform procedures involved prior to expressing an opinion				●	●	●
	Engagement Execution	Perform assurance procedures in accordance with the engagement plans				●	●	
	Engagement Planning	Develop engagement plans which describe the nature, timing and extent of planned engagement procedures				●	●	●
	Engagement Quality Control	Set up control procedures for an assurance engagement				●	●	●
	Engagement Review	Review evidence obtained, procedures performed, and conclusions reached for the engagement				●	●	●
Business Management	Benchmarking	Compare organisational performance to other organisations and industries			●	●	●	
	Business Acumen	Assess the impact of changes in the business organisation, environment, and industry			●	●	●	●
	Business Continuity Management	Develop business continuity strategies to manage risks in response to disruptive events			●	●	●	
	Business Development	Develop and implement plans to enhance organisation's business performance and growth		●	●	●	●	●
	Business Innovation and Improvement	Transform businesses through innovation and embrace changes to drive improvements			●	●	●	
	Business Negotiation	Conduct negotiations to establish win-win outcomes for the organisation			●	●	●	●
	Business Planning	Design and formulate business plans to achieve business goals				●	●	●
	Business Process Analysis	Analyse business processes for improvement, optimisation and efficiency			●	●	●	●
	Business Process Management	Manage and optimise an organisation's business processes for efficiency and effectiveness					●	●
	Change Management	Manage changes and developments within teams and organisation			●	●	●	●
	Conflict Management	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively		●	●	●	●	●
	Corporate and Business Law	Respond to the changes in business laws and regulations		●	●	●	●	●

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Business Management	Disruption Management	Lead radical changes in industry or business strategies involving new products or services that create new markets and challenge the incumbent business models					●	●
	Finance Business Partnering	Generate finance-related insights to support the business in a strategic manner		●	●	●	●	●
	Financial Crime Laws and Regulations	Utilise laws and regulations governing white-collar crime in the process of forensic services			●	●	●	
	Information Gathering and Analysis	Collect and analyse information and data to obtain business insights for business activities			●	●	●	●
	Litigation Support	Provide evidence and testimonies to be used in litigation			●	●	●	
	Macroeconomic Analysis	Evaluate impact of external factors on the organisation			●	●	●	
	Management Decision Making	Make financial decisions based on management reports			●	●	●	●
	Non-Financial Reporting	Prepare sustainability and integrated reports of the organisation				●	●	●
	Performance Management	Measure and manage business performance		●	●	●	●	●
	Professional Scepticism and Judgment	Assess evidence to make informed decisions about the appropriate course of action			●	●	●	
	Professional Standards	Advocate standards development to promote public confidence and build trust in society			●	●	●	●
	Project Execution and Control	Implement projects in accordance with project plan and deliverables, and monitoring and controlling processes performed to influence project outcomes		●	●	●	●	●
	Project Feasibility	Study project feasibility to meet project outcomes and objectives			●	●	●	●
	Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems			●	●	●	●
	Stakeholder Management	Manage stakeholder expectations to ensure continuous levels of engagement by identifying and addressing needs, setting service standards and resolving issues in accordance with organisational procedures			●	●	●	●
	Systems Thinking	Understand complexity of cause-and-effect relationships of systems and processes across the organisation, as well as evaluate systems based on the value-creation and contribution to specific issues			●	●	●	
Digital and Data Management	Accounting and Tax Systems	Implement accounting or tax software systems in the organisation		●	●	●	●	●
	Cyber Security	Develop awareness of cyber security threats			●	●	●	
	Data Analytics	Apply data extraction and analytic methods to analyse and evaluate financial and non-financial information and provide business intelligence			●	●	●	

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Digital and Data Management	Data Governance	Develop, implement and practice guidelines, laws, and regulations across the organisation for the handling of data at various stages in its lifecycle as well as the provision of advice on proper data handling and resolution of data breaches			●	●	●	●
	Data Storytelling and Visualisation	Combine data insights, dynamic visual displays with illustrative and interactive graphics and narrative representative formats to present patterns, trends, meaning, messages and analytical insights from data or new concepts in a strategic manner			●	●	●	
	Digital Forensics	Use forensic technologies in the delivery of forensic services			●	●	●	
	Digital Technology Adoption and Innovation	Develop digital technology enhancement projects to support the organisational objectives			●	●	●	●
	Digital Technology Environment Scanning	Evaluate the digital technology environment and the impact of digital technology development			●	●	●	
	Evidence Management	Employ forensic research methodologies to collect and manage data			●	●	●	
	Forensic Data Analytics	Interpret and analyse data using statistical techniques to uncover trends and patterns in finance and accounting documentation which are indicative of fraudulent activities			●	●	●	
	Infocomm Security and Data Privacy	Develop awareness of various risks related to Infocomm Technology (IT), information security and data privacy			●	●	●	
	Programming and Coding	Develop technical capabilities to understand, design and write instructions to be processed by computers as software programmes to achieve desired outcomes		●	●	●		
Financial and Transaction Management	Accounting Standards	Apply financial reporting framework prescribed by the relevant governing body to ensure all transactions meet regulatory requirements				●	●	●
	Capital Expenditure and Investment Evaluation	Assess investments based on alignment with strategies, affordability, acceptable returns and prioritisation of options			●	●	●	●
	Capital Raising	Acquire or raise capital and funds to carry out organisational goals and objectives			●	●	●	●
	Cash Flow Management	Manage and maintain business units' cash flow by consolidating data and performing analysis on cash inflow and outflow			●	●	●	
	Claims Management	Coordinate and carry out timely and accurate adjudication, validation and disbursement of claims proceeds to creditors			●	●	●	
	Cost Management	Analyse, plan and manage costs for cost efficiency and expense reduction			●	●	●	●
	Credit Risk Management	Establishing the organisation's financial and credit policies and frameworks to identify, assess and manage the organisation's credit risk exposure			●	●	●	
	Debt Restructuring	Assess processes to address risk of default on existing debt or evaluate opportunities to take advantage of lower available interest rates through debt restructuring			●	●	●	●

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Financial and Transaction Management	Financial Analysis	Analyse the financial statements and data to provide insights about the financial performance and position of the organisation over time			●	●	●	●
	Financial Closing	Carry out month-end closing and reconciliation to ensure financial records are maintained properly	●	●	●			
	Financial Management	Ensure healthy finance to aid business growth and operations	●	●	●	●	●	
	Financial Modelling	Develop financial models and valuation models to arrive at a valuation conclusion			●	●	●	●
	Financial Planning	Evaluate and develop budget in line with organisation's strategies and plans			●	●	●	●
	Financial Reporting	Establish internal control framework for audit purposes	●	●	●	●	●	
	Financial Reporting Quality	Prepare general-purpose financial statements and disclosure notes in accordance with applicable financial reporting framework			●	●	●	●
	Financial Statements Analysis	Analyse financial statements in accordance with the applicable frameworks			●	●	●	●
	Financial Transactions	Prepare business documentation and cash balances	●	●				
	Group Accounting and Consolidation	Apply group accounting and consolidation of separate organisations to create a single entity				●	●	
	Post-deal Integration Management	Ensure all aspects of post-merger integration activities are well-coordinated, to achieve the desired synergies and declared business goals			●	●	●	
	Restructuring Insolvency Advisory	Advise on restructuring and insolvency processes to ensure statutory deadlines are met and review the treatment of debtors to align with insolvency proceedings			●	●	●	
	Transaction Due Diligence	Perform reviews to verify details on investors, investments, products and deals prior to finalising transactions	●	●	●	●		
	Transactional Accounting	Apply transactional accounting to record financial events			●	●		
	Treasury Management	Balance and optimise the organisation's cash needs and cash balances and determine the optimal financing of working capital	●	●	●	●	●	
	Valuation	Apply valuation approaches and methodologies to arrive at valuation conclusions	●	●	●	●		
	Valuation Approaches and Methodologies	Develop valuation reports for the valuation engagement			●	●	●	●
	Valuation Conclusion and Reporting	Perform valuation of different classes of interests			●	●	●	●
	Valuation of Different Classes of Interest	Research and analyse information to arrive at a valuation conclusion			●	●	●	●
	Valuation Research and Analysis	Perform valuation for business and financial assets for deal structuring			●	●	●	●

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Internal Audit	Due Professional Care	Apply care and skill expected of a prudent and competent internal auditor			●	●		
	Internal Audit Engagement Execution	Execute and review internal audit engagements, document and communicate findings in accordance with the International Professional Practices Framework				●	●	●
	Internal Audit Engagement Planning	Determine priorities of the internal audit and plan the timing and scope of audit procedures and resources			●	●	●	●
	Internal Audit Function Management	Develop and manage the Internal Audit function				●	●	●
	Internal Audit Quality Assurance	Develop the Quality Assurance and Improvement Programme				●	●	●
Risk, Compliance and Governance	Audit Compliance	Ensure compliance with corporate policies and guidelines			●	●	●	
	Enterprise Risk Management	Assess the adequacy of risk management process and frameworks			●	●	●	●
	Environment and Social Governance	Understand the latest industry and/or client standards regarding Environment and Social Governance (ESG) and undertake ESG research activities			●	●	●	
	Fraud Detection and Prevention	Perform review of internal controls and systems to detect and prevent potential fraud			●	●	●	●
	Fraud Investigation Planning and Execution	Perform review of internal controls and systems to determine if fraudulent activities have occurred			●	●	●	●
	Fraud Risk Management	Evaluate organisation's potential for occurrence of fraud and develop fraud risk awareness throughout the organisation			●	●	●	●
	Governance	Evaluate and improve governance practices in the organisation			●	●	●	●
	Internal Controls	Evaluate effectiveness and efficiency of internal controls in the organisation		●	●	●	●	●
	Professional and Business Ethics	Foster strong ethical standards and resolve ethical conflicts in accordance with the relevant principles and processes			●	●	●	●
	Regulatory Compliance	Comply with policies, procedures, and external regulations			●	●	●	
	Regulatory Risk Assessment	Analyse the impact of latest global regulatory developments and relevant laws on overall audit and/or engagement strategies				●	●	●
	Regulatory Strategy	Align regulatory activities with business strategies					●	●
	Risk Advisory	Provide customised risk management advice to organisations to manage and optimise risks			●	●	●	●
	Risk Appetite and Goal Setting	Determine and manage the organisation's risk appetite in alignment with strategic objectives			●	●	●	
	Risk Assessment	Perform assessment of risks, including fraud risks, through understanding the client's business				●	●	●
Risk Management	Apply organisational policies and procedures to manage and control financial and non-financial risks			●	●	●	●	

# Overview of Technical Skills and Competencies

## Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Taxation	Tax Advisory	Apply relevant and holistic tax advisories for better strategic management			●	●	●	●
	Tax Compliance	Evaluate tax computations and systems to ensure compliance with statutory tax obligations			●	●	●	●
	Tax Computation	Compute Goods and Services Tax, and tax liabilities			●	●		
	Tax Controversy Management	Respond to tax queries from the authorities with completeness, relevance and accuracy			●	●	●	●
	Tax Implications	Assess tax implication of changes in tax laws			●	●	●	●
	Tax Risk Management	Review tax risk frameworks to ensure risks are minimised and managed properly			●	●	●	●
	Taxation Laws	Analyse impact of evolving tax legislation on business environment			●	●	●	●
	Transfer Pricing	Determine the price for goods and services at which different divisions of a company transact with each other			●	●	●	●

# Overview of Technical Skills and Competencies

## General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision-making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empower to chart direction and practices within and outside of work (including professional field/community), to achieve/ exceed work results	Complex	<ul style="list-style-type: none"> <li>• Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge</li> <li>• Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice</li> <li>• Demonstrate exemplary ability to innovate, and formulate ideas and structures</li> </ul>
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> <li>• Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles</li> <li>• Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work</li> <li>• Manage and drive complex work activities</li> </ul>
4	Work under broad direction  Hold accountability for performance of self and others	Exercise judgment; Adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> <li>• Evaluate and develop factual and conceptual knowledge within a field of work</li> <li>• Select and apply a range of cognitive and technical skills to solve non-routine/ abstract problems</li> <li>• Manage work activities which may be unpredictable</li> <li>• Facilitate the implementation of innovation</li> </ul>
3	Work under broad direction  May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> <li>• Apply relevant procedural and conceptual knowledge, and skills to perform differentiated work activities and manage changes</li> <li>• Able to collaborate with others to identify value-adding opportunities</li> </ul>
2	Work with some supervision  Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	<ul style="list-style-type: none"> <li>• Understand and apply factual and procedural knowledge in a field of work</li> <li>• Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools</li> <li>• Present ideas and improve work</li> </ul>
1	Work under direct supervision  Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> <li>• Recall factual and procedural knowledge</li> <li>• Apply basic skills to carry out defined tasks</li> <li>• Identify opportunities for minor adjustments to work tasks</li> </ul>



# Overview of Generic Skills and Competencies

## Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
<b>Communication</b>	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
<b>Computational Thinking</b>	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
<b>Creative Thinking</b>	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Create original applications or ideas to reveal new possibilities and reshape goals through high level of innovativeness.
<b>Decision Making</b>	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
<b>Developing People</b>	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
<b>Digital Literacy</b>	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
<b>Global Mindset</b>	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

# Overview of Generic Skills and Competencies

## Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
<b>Interpersonal Skills</b>	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
<b>Leadership</b>	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
<b>Lifelong Learning</b>	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
<b>Managing Diversity</b>	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
<b>Problem Solving</b>	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
<b>Resource Management</b>	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

# Overview of Generic Skills and Competencies

## Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
<b>Sense Making</b>	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
<b>Service Orientation</b>	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
<b>Teamwork</b>	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to co-workers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
<b>Transdisciplinary Thinking</b>	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
<b>Virtual Collaboration</b>	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

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## **Professional Bodies**

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Chartered Accountants Australia and  
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CPA Australia  
Institute of Internal Auditors Singapore (IIA Singapore)  
Institute of Management Accountants (IMA)  
Institute of Valuers And Appraisers of Singapore (IVAS)  
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Enterprise Singapore (ESG)  
Health Promotion Board (HPB)  
Institute of Technical Education  
Intellectual Property Office of Singapore (IPOS)  
Modern Services Training Committee  
Nanyang Polytechnic  
Nanyang Technological University (NTU)  
National University of Singapore (NUS)  
Ngee Ann Polytechnic  
NTUC LearningHub  
Republic Polytechnic  
Singapore Institute of Technology (SIT)  
Singapore Management University (SMU)  
Singapore Police Force (SPF)  
Singapore Polytechnic  
Singapore University of Social Sciences (SUSS)  
Tax Academy of Singapore  
Temasek Polytechnic  
U Associate

# Wage Information

Job Roles	Monthly Gross Wage	
	25 <sup>th</sup> Percentile (\$)	75 <sup>th</sup> Percentile (\$)
<b>MERGERS AND ACQUISITIONS</b>		
Mergers and Acquisitions Associate / Mergers and Acquisitions Executive	3,555	5,116
Mergers and Acquisitions Senior / Mergers and Acquisitions Senior Executive	7,310	13,390
Mergers and Acquisitions Manager	8,362	14,443
Mergers and Acquisitions Partner / Mergers and Acquisitions Director	19,049	25,802
<b>FINANCIAL ACCOUNTING</b>		
Accounts Executive / Accounts Assistant	3,600	4,950
Accountant / Senior Accounts Executive	5,300	7,523
Treasury Manager	6,498	12,873
Finance Manager	8,563	13,466
Head of Treasury	16,800	24,514
Financial Controller	14,923	22,347
Chief Financial Officer	18,623	31,450
<b>MANAGEMENT ACCOUNTING</b>		
Accounting Executive	4,100	5,674
Management Accountant / Financial Planning and Analysis Analyst / Business Analyst	6,000	9,197
Financial Planning and Analysis Manager	9,378	14,604
Business Controller / Finance Director	16,177	26,586
<b>TAX</b>		
Tax Associate / Executive	4,269	5,965
Tax Senior / Tax Senior Executive	6,223	10,273
Tax Manager	10,366	15,530
Tax Partner/ Tax Director/ Tax Vice President/ Head of Tax	16,755	23,194
<b>ENTERPRISE RISK MANAGEMENT</b>		
Enterprise Risk Management Associate / Enterprise Risk Management Executive	3,650	4,916
Enterprise Risk Management Senior / Enterprise Risk Management Senior Executive	5,679	10,789
<b>INTERNAL AUDIT</b>		
Senior Internal Audit/ Internal Auditor	4,800	7,409
Internal Audit Assistant Manager	6,331	9,668
Internal Audit Senior Manager/ Internal Audit Manager	8,916	12,791
Chief Audit Executive / Head of Internal Audit	13,523	22,063

Source:

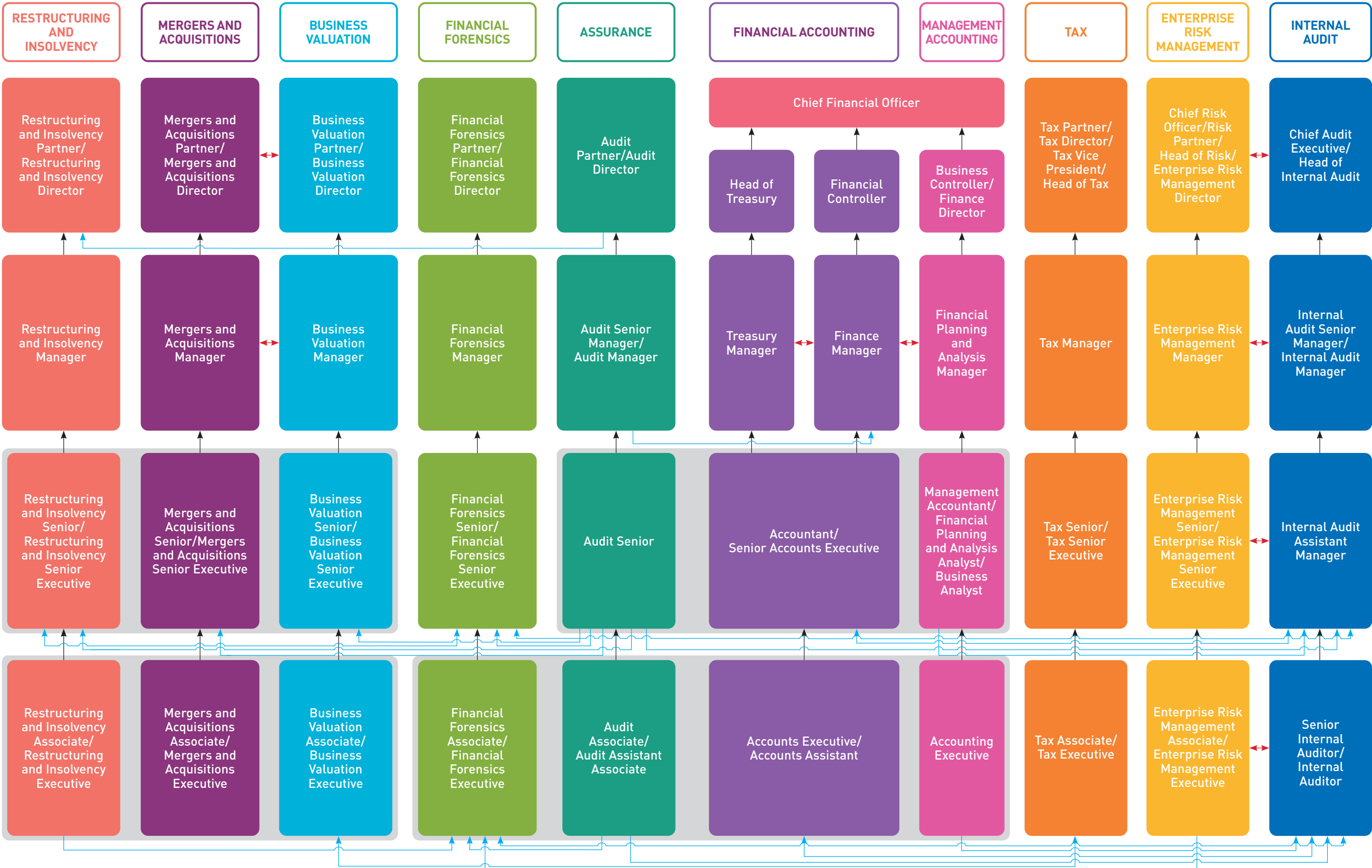
- 1) 2019 Total Remuneration Survey (TRS) by Mercer (Singapore) Pte Ltd
- 2) Wage survey conducted by Mercer (Singapore) Pte Ltd, commissioned by SkillsFuture Singapore Agency

Notes:

- 1) Monthly Gross Wage refers to the sum of the basic wage, overtime payments, commissions, allowances, and other regular cash payments. It is before deduction of employee CPF contributions and personal income tax, and excludes employer CPF contributions, bonuses, stock options, other lump sum payments and payments-in-kind.
- 2) 25<sup>th</sup> Percentile Wage refers to the wage level which divides the bottom 25% of wage earners from the rest.
- 3) 75<sup>th</sup> Percentile Wage refers to the wage level which divides the top 25% of wage earners from the rest.
- 4) Only wage information of job roles with sufficient data points from the wage survey conducted by Mercer (Singapore) Pte Ltd is published.

# SKILLS FRAMEWORK FOR ACCOUNTANCY

## Career Pathways



The Career Map serves as a reference to reflect the available job roles and possible career pathways in the Accountancy sector, which may vary depending on each organisation's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as organisation needs.

**Legend:**

- Vertical movements between job roles
- Lateral movements between job roles
- Cross-functional movements between job roles within colour bands
- Denotes bi-directional lateral movements between all job roles within the box

# SKILLS FRAMEWORK FOR ACCOUNTANCY Career Pathways



Scan this QR code to find out more  
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