SKILLS FRAMEWORK FOR FINANCIAL SERVICES
SKILLS MAP - RELATIONSHIP MANAGEMENT DIRECTOR - RETAIL/HEAD OF PERSONAL BANKING

Sector	Financial Services
Track	Sales, After Sales, Distribution and Relationship Management
Occupation	Relationship Manager
Job Role	**Relationship Management Director - Retail/Head of Personal Banking**
Job Role Description	The Relationship Management Director - Retail/Head of Personal Banking drives the key measurements and goals for the department and puts in place processes for the department to achieve these goals in terms of customer acquisition and management. He/She develops strategies to drive sales and oversees his team members' management of customer relationships. He communicates risk, compliance and regulatory information to his team members and ensures their adherence to those policies and guidelines. The Relationship Management Director - Retail/Head of Personal Banking is professional in his interactions with his team members and customers. He is a strategic thinker and leader that is able to identify ways for his team members to reach out to more customers and establish strategies to set the organisation apart from competitors. He is an effective multi-tasker, managing his own portfolio of customers as well as leading his team. He performs well under pressure to deliver against a range of Key Performance Indicators (KPIs).

Critical Work Functions and Key Tasks / Performance Expectations

Critical Work Functions	Key Tasks	Performance Expectations (For legislated / regulated occupations)
Acquire and manage portfolio of customers	Determine organisational strategies to identify new customers	If role is scoped to provide advice directly to customers on investment strategies that cover dealings in securities, futures, collective investment schemes, REITs and/or funds, Capital Markets and Financial Advisory Services (CMFAS) certification is required. Relevant modules include but are not limited to: 1A, 1B, 2A, 3, 5, 6, 6A, 8, 8A, 10
	Drive organisational relationships with product specialists and other internal stakeholders to customise product solutions for customers	
	Drive referral strategies for new business opportunities	
	Review credit and operational risk policies to minimise any losses	
Advise customers on products, services, and investment strategies	Establish policies for team members to provide financial advice to customers to meet their needs and objectives	
	Prioritise customer needs, risk appetites and financial objectives strategically for teams	
	Review team members' portfolios to analyse performance to meet customer objectives	
	Determine suitable service offerings that fit customers' and the organisation's strategic objectives	
	Formulate revenue and profitability targets for the team	
	Ensure team members are trained and in compliance with internal and external regulatory requirements	
	Drive strategies for cross-selling and up-selling of products and services	
Manage customer lifecycle end to end	Oversee customer acceptance, Know Your Customer (KYC) and onboarding procedures including handling customer documents	
	Expand long term relationships with customers	
	Determine customer experience strategies by providing timely information and advice to address their financial needs	
	Handle escalated suspicious banking and financial transactions	
	Articulate organisational risk assessment metrics to team members for incorporation into customer evaluations	

Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
Account Management	Level 5	Leadership	Advanced
Budgeting	Level 4	Service Orientation	Advanced
Business Environment Analysis	Level 5	Developing People	Advanced
Business Negotiation	Level 5	Teamwork	Advanced
Business Opportunities Development	Level 5	Decision Making	Advanced
Business Performance Management	Level 5		
Business Planning	Level 5		
Business Risk Assessment	Level 4		
Change Management	Level 5		

Skills and Competencies	Compliance Mindset Development	Level 5		
	Customer Acceptance Checking and Onboarding	Level 4		
	Customer Experience Management	Level 5		
	Ethical Culture	Level 5		
	Fraud Risk Management	Level 5		
	Market Profiling	Level 5		
	Market Research and Analysis	Level 5		
	Market Specialisation	Level 4		
	Networking	Level 5		
	People Performance Management	Level 5		
	Personal Finance Advisory	Level 5		
	Regulatory Compliance	Level 5		
	Stakeholder Management	Level 5		
	Strategy Planning	Level 5		
Programme Listing	For a list of Training Programmes available for the Financial Services sector, please visit: www.skillsfuture.sg/skills-framework/financial-services			

The information contained in this document serves as a guide.