

SKILLS FRAMEWORK FOR FINANCIAL SERVICES SKILLS MAP - HEAD OF OPERATIONS				
Sector	Financial Services			
Track	Operations			
Occupation	Head of Operations			
Job Role	Head of Operations			
Job Role Description	The Head of Operations is responsible for overseeing the Operations teams and ensuring efficiency in the execution of all operational processes. He/She also monitors regulatory compliance in the operations processes whilst meeting or exceeding high customer service standards. He sets the strategic direction and operating model for the Operations function. He continuously seeks to improve operations performance by making process improvements aligned to industry trends. He ensures effective governance and that risk management procedures are adhered to.			
	The Head of Operations possesses keen industry knowledge and business experience to effectively lead the team under high-pressure operational environments. He is collaborative and able to effectively engage across the business and with senior management. He is strategic, methodical in approach, demonstrates resourcefulness and is highly dynamic in solving problems.			
Critical Work Functions and Key Tasks / Performance Expectations	Critical Work Functions	Manage Operations team	Key Tasks	
			Establish, lead and manage teams responsible for back office operations support across multiple institutional products	
			Ensure team achievement of business standards, growth ambitions and performance measures	
			Oversee training and development strategies for operations teams	
			Oversee the allocation and management of resources amongst the various teams to facilitate efficiency and effectiveness of the function	
			Coordinate with human resource (HR) department on staff recruitment and retention for operations teams	
	Drive continuous improvement of operations processes	Provide mentoring to all employees and encourage continuous professional development		
		Evaluate emerging industry trends, developments and best practices against organisation's strategic priorities, products and services to assess implications on business strategies and operating models		
		Design appropriate operations strategies and operating models, taking into consideration the emerging industry trends, overall business strategy and plan for longer term transformation		
		Approve newly established or suggested changes in policies and operations control procedures, taking into consideration regulatory and business implications		
	Manage key stakeholders in operations processes	Develop plans for continuous improvement that minimise or adequately address operational risks		
		Maintain and build strong relationships with financial institutions, business partners and stakeholders		
Communicate and liaise with regulators to ensure all operational procedures are in compliance with industry and the regulatory rules				
Review team progress reports and issue escalation management to evaluate team performance				
Ensure operational support services delivered to policyholders, internal employees and key stakeholders are cost-effective and efficient				
Promote communication between colleagues to maintain a positive work environment for the benefit of information flow and problem resolution				
Engage with regulatory and governing bodies, external parties, boards and any other key external stakeholders to keep abreast with local and global regulatory or industry trends and requirements				
	Technical Skills and Competencies		Generic Skills and Competencies (Top 5)	
	Budgeting	Level 5	Communication	Advanced
	Business Performance Management	Level 5	Leadership	Advanced
	Business Planning	Level 5	Digital Literacy	Advanced
	Business Process Re-engineering	Level 5	Decision Making	Advanced
	Change Management	Level 5	Resource Management	Advanced
	Collateral Management	Level 5		
	Continuous Improvement Management	Level 5		
	Contract and Vendor Management	Level 5		
	Data Governance	Level 5		

Skills and Competencies	Emerging Technology Synthesis	Level 5		
	Ethical Culture	Level 5		
	Operational Risk Management	Level 4		
	People Performance Management	Level 5		
	Policy Implementation and Revision	Level 5		
	Quality Assurance	Level 5		
	Risk Management	Level 4		
	Regulatory Compliance	Level 4		
	Stakeholder Management	Level 5		
	Standard Operating Procedures Development	Level 5		
	Strategy Planning	Level 5		
	Technology Application	Level 4		
	Trade Finance Management	Level 5		
	Trade Processing, Fund Settlement and Treasury Transaction Processing	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.