

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

TSC Category	Investment and Financial Management					
TSC	Treasury Management					
TSC Description	Balance and optimise the organisation's cash needs and cash balances, to determine the optimal financing of working capital and manage foreign exchange and interest rate exposures					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
			FSE-CFI-3004-1.1-1	FSE-CFI-4004-1.1-1	FSE-CFI-5004-1.1-1	
			Analyse working capital and funding requirements and review corporate treasury policies and financial instruments	Assess the impact of investment decisions on the organisation and implement policies to manage the organisation's cash balances and risk exposures	Lead the design and implementation of policies that manage an organisation's capital, liquidity, foreign exchange and interest rate risk	
Knowledge			<ul style="list-style-type: none"> • Corporate treasury policies • Types of financial instruments • Corporate funding solutions • Cash management • Interest rate risk • Local and foreign currencies • Balance sheet, income statement, cash flows, expenses, budgeting forecasting and costing analysis • Treasury management, liquidity management and cash management principles 	<ul style="list-style-type: none"> • Corporate treasury policies • Corporate funding solutions • Economic benefits of investments • Cash management solutions • Financial products • Cash flow management • Liquidity management principles • Capital management principles • Foreign exchange management principles 	<ul style="list-style-type: none"> • Financial market products • Foreign exchange, interest rates, futures and debentures • Foreign markets investment • Hedging strategies • Cash management solutions • Capital buffers and limit setting 	
Abilities			<ul style="list-style-type: none"> • Analyse and review corporate treasury policies • Implement standard corporate funding solutions • Execute standard cash management solutions 	<ul style="list-style-type: none"> • Implement cash management solutions based on analysis of working capital and funding requirements of the organisation • Evaluate the tangible and intangible economic 	<ul style="list-style-type: none"> • Direct design of cash management solutions, ensuring compliance to treasury guidelines • Review weighted risk calculations and determine capital buffers for the organisation 	

**SKILLS FRAMEWORK FOR FINANCIAL SERVICES
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT**

			<p>of collecting, managing and investing</p> <ul style="list-style-type: none"> • Calculate the exposure of interest rate risk across different regions, clients and products • Calculate foreign exchange risk exposure • Analyse individual business units and their contribution to the profits and losses to the financial institution • Calculate capital adequacy ratios 	<p>benefits of the investments</p> <ul style="list-style-type: none"> • Recommend changes the financial institution's investment portfolio with the goal of maintaining financial stability and hedging against risk exposures • Identify cash flow gaps • Develop contingency funding plans 	<ul style="list-style-type: none"> • Validate analysis on organisation's cash and financial health • Determine funding requirements and endorse funding plans for the organisation • Oversee hedging strategies to manage risk exposures 	
--	--	--	--	---	---	--