

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

|                                    |   |                |   |  |   |                |
|------------------------------------|---|----------------|---|--|---|----------------|
| <b>TSC Category</b>                | Risk Management, Governance and Regulatory Compliance   |                |   |  |   |                |
| <b>TSC</b>                         | Scenario Planning and Analysis  |                |   |  |   |                |
| <b>TSC Description</b>             | Define problem statements and analyse data to simulate impact to business operations and propose suitable follow-up actions to sustain operations and achieve business objectives |                |   |  |   |                |
| <b>TSC Proficiency Description</b> | <b>Level 1</b>  | <b>Level 2</b> | <b>Level 3</b>  | <b>Level 4</b>   | <b>Level 5</b>  | <b>Level 6</b> |
|                                    |   |                | <b>FSE-PNI-3009-1.1</b>   | <b>FSE-PNI-4009-1.1</b>  | <b>FSE-PNI-5009-1.1</b>   |                |
|                                    |   |                | Interpret scenario results and conduct preliminary analyses to measure scenario outcomes and identify interdependencies   | Analyse data to test problems statements and scenarios to determine impact on business operations and objectives   | Establish roles and responsibilities in the scenario planning processes, and develop and evaluate plausible scenario outcomes for implications to the business  |                |
| <b>Knowledge</b>                   |   |                | <ul style="list-style-type: none"> <li>• Data analysis techniques</li> <li>• Identification of trends</li> <li>• Uncertainty and assumption categorisation techniques</li> <li>• Interdependencies of conditions and decisions</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Focused questioning techniques to identify focal issues and stakeholders</li> <li>• Methods to conducting sensitivity analysis and modelling on quantitative drivers</li> <li>• Scenario monitoring tools</li> <li>• Inputs for conducting scenario analyses</li> </ul> | <ul style="list-style-type: none"> <li>• Difference between scenarios and trends analyses and/or forecasts and/or predictions</li> <li>• Tools and approaches to construct scenarios and develop implications for business</li> <li>• Backcasting in determining factors and processes that lead to outcomes</li> <li>• Tests of strategic robustness for viability of current strategies</li> <li>• Drivers in the industry that interact to shape the future and impact of the marketplace</li> </ul> |                |
| <b>Abilities</b>                   |   |                | <ul style="list-style-type: none"> <li>• Communicate early indicators and key factors to relevant parties</li> <li>• Research internal and external data sources for risk considerations</li> <li>• Check scenario outcomes and verify for accuracy of information</li> </ul> | <ul style="list-style-type: none"> <li>• Monitor quantitative early indicators to limit downstream implications</li> <li>• Simulate scenarios using internal and external data to estimate overall risks, gains and losses of multiple scenarios</li> </ul>  | <ul style="list-style-type: none"> <li>• Identify and prioritise driving forces that impact the business</li> <li>• Develop scenario frameworks to define problem statements and focal issues and identify key stakeholders involved</li> </ul>   |                |

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|  |  |  | <ul style="list-style-type: none"> <li>Escalate scenario outcomes for review and determination of implications and outcomes</li> </ul> | <ul style="list-style-type: none"> <li>Conduct impact and sensitivity analyses to measure scenario outcomes and identify interdependencies</li> <li>Offer insights and propose action plans based on scenario outcomes</li> <li>Monitor scenarios and future environment and propose updates where necessary to ensure scenario planned outputs remain relevant to the business</li> <li>Interpret key factors and uncertainties</li> </ul> | <ul style="list-style-type: none"> <li>Develop plausible scenarios and business cases</li> <li>Establish potential outcomes for scenario options</li> <li>Evaluate scenario outcomes and determine potential implications on the business</li> </ul> |  |
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