

Specialised Finance – Treasury

Treasury Manager

Relevant F&A process areas

- Treasury

JOB ROLE TODAY	JOB ROLE TOMORROW (2 TO 5 YEARS)
As a Treasury Manager today, I am responsible for reviewing and monitoring the organisation's cash positions and investment portfolio, providing advice and updates to management and other stakeholders in the organisation and identifying opportunities for financing and investment as well as developing plans to address gaps in organisation's cash flow positions and liquidity management.	Tomorrow, I am expected to leverage technology and data, and embed advanced analytics to better manage cash & liquidity as well as financial risk in the organisation. Where required, work closely with Expert Data Scientists to produce reliable cash forecasts and review areas of potential risks. I will continue to manage and collaborate with internal and external stakeholders, ensure compliance to the organisation's treasury policies and guidelines, and flag potential risks to stakeholders.

IMPACT TO F&A PROCESSES		
Treasury	Impact to process	Digital tools
Cash and Liquidity Management	Do More: Dashboards from TMS are built to allow management to review and monitor the cash position in real-time Do Different: Use of stress testing and scenario analysis in TMS or cash forecasting tool to generate reliable cash forecast for management decision making	<ul style="list-style-type: none">Treasury management system (TMS)Cash forecasting tool
Financial Risk Management	Do Better: To ensure compliance, TMS can be used to track and manage policy compliance Do Different: Exposures are managed and prioritised using sensitivity analysis and modelling cash-flow-at-risk (CFaR)	<ul style="list-style-type: none">Treasury Management System (TMS) with hedge assessment and accounting functionalitiesDealing/Trading PlatformMarket Data Provider

KEY JOB TASKS		
Treasury	Task today	Task tomorrow
Cash and Liquidity Management	Review and monitor cash position, and forecast funding requirements	Review and monitor cash position, work with Expert Data Scientists to develop cash forecasts, and develop plans to optimise the organisation's financial position
Financial Risk Management	Monitor and manage financial risk exposures in a reactive manner	Develop plans to mitigate financial risk and exposure in-line with treasury policies and best practices, and manage the exposure in a proactive manner

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TECHNICAL SKILLS TOMORROW

Business Planning	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Cap. Expenditure. & Invt. Eval.	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Cash Flow Management	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Credit Risk Management	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Data Analytics	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Financial Management	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Macroeconomic Analysis	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Management Decision Making	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Regulatory Risk Assessment	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>
Treasury Management	<div><div></div><div></div><div></div><div></div><div></div><div></div></div>

CRITICAL CORE SKILLS TOMORROW

Collaboration	Intermediate
Communication	Intermediate
Critical Finance Thinking	Advanced
Decision Making	Intermediate
Developing People	Intermediate
Digital Fluency	Intermediate
Influence	Intermediate
Problem Solving	Intermediate
Process Mindset	Advanced
Sense Making	Intermediate

Note: Listed above are some of the key Technical and Critical Core skills for the role. Please refer to Skills Framework for Accountancy for the exhaustive list of skills required for the role and further details of the proficiency levels of the Technical Skills.

ADJACENT JOB ROLES

Adjacent job roles		Skills overlap	Compatibility	Skills to develop
Finance Manager	Lead finance business partner responsible for all aspects of financial management, performance management, financial accounting, corporate reporting etc.	<ul style="list-style-type: none">Financial ManagementRegulatory ComplianceRegulatory Risk AssessmentStakeholder Management	The Treasury Manager will be able to use existing financial management and stakeholder management skills to lead the finance team in delivering to its stakeholders.	<ul style="list-style-type: none">Audit FrameworksFinancial AnalysisFinancial Reporting QualityFinancial Statements Analysis
Compliance Advisory Manager – SFw for Financial Services	Oversee and advises on all compliance related inquiries within the organisation.	<ul style="list-style-type: none">Internal ControlsRegulatory ComplianceRegulatory Risk AssessmentStakeholder Management	The Treasury Manager will be able to use existing skills to ensure successful implementation of compliance controls, responses to emerging regulatory changes and regulatory compliance is achieved.	<ul style="list-style-type: none">Compliance Mindset DevelopmentCorporate GovernanceRisk and Compliance ReportingRisk Management
Credit/ Market and Liquidity/ Operational Risk Manager – SFw for Financial Services	Implements policies and procedures within the organisation's financial risk management frameworks In the financial services sector.	<ul style="list-style-type: none">Business PlanningCredit Risk Mgmt.Internal ControlsRegulatory ComplianceRegulatory Risk AssessmentStakeholder Management	The Treasury Manager will be able to use existing skills to manage the risk in a financial services organisation.	<ul style="list-style-type: none">Corporate GovernanceRisk AnalyticsRisk and Compliance ReportingScenario Planning and Analysis

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APPLICABLE EMERGING ROLES ¹

Applicable emerging job roles		Compatibility	Skills to develop
Citizen Data Scientist	Power user responsible for extracting meaning from data with moderate coding knowledge. Go beyond data analysis and create predictive models as a digital power user. Aim to tell a story with data, making analysis intuitive, and to work with business partners.	Having a good understanding of the business operations and organisational goals, coupled with the ability to manage, understand and interpret data are key traits that will enable the Treasury Manager to provide useful insights as a Citizen Data Scientist.	<ul style="list-style-type: none">• Business, Product and Portfolio Acumen• Data Storytelling & Visualisation• Data Analytics• Financial Analysis• Financial Modelling
Finance Data Steward	The “go to” person in Finance who is the closest to Finance data. Responsible for driving continuous data improvement and keeping abreast with latest advancements in technology that can help Finance improve the insights from data.	Being able to manage and govern data in the F&A organisation including how data connects across systems, and possessing good cross-functional acumen skills, the Treasury Manager makes a suitable Finance Data Steward.	<ul style="list-style-type: none">• Cross-Functional Acumen• Data Governance• Stakeholder Management• Systems Thinking• User Centric Approach & Testing
Finance Transformation Lead	Drive integration across Finance. Possesses in-depth knowledge of project management methodologies such as Waterfall, Agile, Scrum, Kanban, etc. Aims to embed a culture of operational excellence and agility across the Finance organisation.	The Treasury Manager will require strong project management skills, good understanding of project and business risk and complexities to lead F&A transformation initiatives as a Finance Transformation Lead.	<ul style="list-style-type: none">• Change Management• Digital Tech Adoption & Innovation• Project Execution and Control• Project Management• Stakeholder Management
Vendor Relationship Manager	Manage all of Finance’s relationships with vendors who provide accounting and finance services for Finance. Typically present in organisations with large outsourcing footprint. Oversee service quality, service escalations and vendor risk governance.	Leveraging on experience with managing external stakeholders including contract negotiations and service standards assessments, the Treasury Manager will have the right experiences to perform the Vendor Relationship Manager role.	<ul style="list-style-type: none">• Business Negotiation• Change Management• Conflict Management• Project Management• Stakeholder Management
Finance Automation Lead	Expert in using automation tools and techniques along with the knowledge in the domain of finance processes. Aims to enable automation of processes and eliminate manual tasks where possible across finance.	Familiarity with financial figures pertaining to cash and liquidity management can help in understanding process objectives to drive automations. In addition, extensive experience in treasury can also help in identifying potential automation opportunities there.	<ul style="list-style-type: none">• Business Process Analysis• Digital Technology Adoption and Innovation• Programming and Coding• Systems Thinking• Agile Project Delivery

¹ These emerging roles were identified through this study and is not included in the Skills Framework. Refer to Appendix 6.5 for further details on Emerging Roles Persona.