



**Subsector:** Retail Banking

**Job Family:** Loan and Credit Operations

**Impact Level**

Today, this role is responsible for overseeing customer creditworthiness within regulatory guidelines, reviewing documentation, ensuring reasonable loan limit granting, developing debt payment plans, as well as completing and processing loan contracts and payments.

High Impact

## Consolidated Activities

	Today	Future
<b>Pre-approval and documentation</b>	Task is high volume and repetitive. RPA can allow customer data to be collected more quickly and reliably while identifying applications that are ready for decisions from those that need additional information.	AI-powered technologies can be used to assess customer creditworthiness based on their transaction data. Centralised data repositories (i.e., MyInfo) can speed up the process.
<b>Document validation</b>	Execution of task is document intensive and high in volume, therefore making the task time consuming.	Automation will continue to enable and/or speed up the retrieval of applicants' financial documents from direct sources, mitigating the risk of data manipulations on the application. This would increase transparency and compliance in the fraud assessment process of the task.
<b>Credit analysis for loan decisions</b>	Execution of task is high in volume and has been made more efficient by technology.	In the future, machine learning can comb through an individual's digital footprint (social media, browsing history) to provide insights into one's creditworthiness. However, this could be a challenge to achieve due to data privacy laws.
<b>Post-disbursement services</b>	Execution of task can be supported by technology.	Advanced Analytics could be used to develop personalised customer treatment strategies.

In the next

**3-5** years ...

This role will continue to be responsible for overseeing and facilitating the credibility and trustworthiness of customer transactions. However, automation is likely to speed up administrative tasks involved and tighten the credibility screening process to ensure stricter due diligence and compliance for the bank.

### Skills Differentiators:

- ▶ **Advisory:** The job holder will need to develop skills to apply the right advisory strategy to engage with internal customers in different situations, and provide guidance to business units that can be passed along through various channels to improve customer interactions.
- ▶ **Complex Problem Solving:** The job holder will display the ability to resolve complex customer cases and leverage available resources to develop and execute solutions.
- ▶ **Data Interpretation and Analysis:** The job holder will need to be skillful in interpreting data to gain better understanding of the entire credit and loan landscape and extract key insights for recommendations, decisions or actions in other parts of the value chain (e.g., product management).
- ▶ **Process Excellence:** With good understanding of existing operations, the job holder can help to highlight the root cause of process inefficiencies and identify the right processes that require automation.
- ▶ **Automation Management:** The job holder will possess technical capabilities to provide oversight and look for potential improvements as well as resolve basic problems as they arise.

