



Subsector: Investment Banking

Job Family: Operations

Impact Level

Today, this role oversees management reporting i.e., daily and monthly P&L, and trading desk balance sheet, and is responsible for the monitoring of trades in the portfolios to ensure it is within a specified remit.

High Impact

Consolidated Activities

	Today	Future
P&L Production and Analysis	Execution is repetitive, rule-based and high volume. Many banks have outsourced the P&L production efforts to external service providers. If kept internally, RPA can automate P&L, balance sheet control and month-end attestation, as well as daily reconciliations of source system to general ledger and sub-ledgers.	Banks will continue to explore the outsourcing opportunities for this task. The industry is anticipating that an acceleration in outsourcing could take place due to FRTB (2019) which could bring stringent requirements such as tests being performed at desk level on a daily basis, as well as at lower levels of granularity and 250 days of historical data to be available for back testing. If kept internally, this process could also be enabled by the use of APIs.
Trading Discrepancy Monitoring	Rule-based and repetitive activities require some technical expertise and knowledge. Banks are leveraging actual trades executed, comparing them with market news and other data available to track trading discrepancies.	Banks will continue to leverage analytics, in particular predictive and real-time tracking, to identify sub-optimal trading strategies and market abuse.

In the next

3-5 years ...

In order to achieve a more cost-effective option for P&L compilation, especially with more stringent regulations, key tasks will be outsourced. With their risk controls/reporting expertise, this role will provide oversight and could potentially take on risk management roles.

Skills Differentiators:

- ▶ **Risk Awareness:** Deep understanding of risk and control remain critical. The job holder will focus on implementing new regulatory requirements, resolving trade/P&L discrepancies and reducing operational risk through process efficiency.
- ▶ **Lead Virtual Team:** This skill will become increasingly important as outsourcing trends persist.
- ▶ **Data Interpretation and Analysis:** Job holder will need to be able to decipher data to uncover hidden insights and help to generate more intelligent decisions.
- ▶ **Business and Financial Acumen:** Financial and accounting skills will continue to be vital for the job holder to oversee balance sheet and P&L analysis.
- ▶ **Process Excellence:** With a strong focus on process improvement and system enhancement, the job holder will continue to focus on the implementation of effective process controls and process re-engineering opportunities to improve areas of inefficiencies.

