

Appendix:
**New Gen AI-
specialized job roles**



AI/Gen AI strategy and transformation lead

Drives organizational transformation through the development and execution of a comprehensive Gen AI strategy by providing thought leadership, collaborating across stakeholders, and fostering strategic partnerships to enhance Gen AI capabilities

Critical work functions	Key activities
Strategic planning and innovation	Translate research findings into actionable Gen AI strategies that align with business goals Drive a deep understanding of Gen AI potential across the organization to inform strategy creation Synthesize business strategies and Gen AI opportunities before piloting new initiatives Conceive and oversee experiments to explore innovative Gen AI applications Present new Gen AI-driven business models and concepts to senior leadership to secure buy-in
Enterprise readiness and assessment	Conduct comprehensive readiness assessments to gauge current Gen AI capabilities, including technology, data, talent, and processes Identify gaps and opportunities for Gen AI adoption and evaluate stakeholder readiness Define the required organizational changes and strategic shifts to support new Gen AI initiatives Develop tailored solutions to address organizational growth challenges through Gen AI Mentor stakeholders through the Gen AI transformation journey, ensuring alignment and understanding
Implementation and integration	Lead the integration of Gen AI solutions into existing business workflows, ensuring seamless deployment Oversee the execution of Gen AI projects, ensuring they meet strategic objectives and deliver value Facilitate collaboration between IT and business teams to align Gen AI initiatives with organizational goals Develop frameworks and methodologies to support the efficient implementation of Gen AI solutions Ensure that Gen AI projects are executed in compliance with regulatory and industry standards
Partnerships and external engagement	Cultivate strategic partnerships with external organizations, research institutions, and technology companies to enhance Gen AI capabilities Collaborate with R&D and experimentation teams to explore and develop cutting-edge Gen AI technologies Leverage industry networks to identify and pilot emerging Gen AI technologies Stay ahead of industry trends and advancements by engaging with the broader AI ecosystem Institutionalize best practices and standard procedures for Gen AI transformation within the organization
Stakeholder management and communication	Manage relationships with key stakeholders, vendors, and partners to foster a collaborative Gen AI ecosystem Develop metrics and KPIs to articulate the business value of Gen AI investments and capabilities Communicate the progress, outcomes, and impact of Gen AI initiatives to senior management and stakeholders Provide on-the-job training and coaching to support the adoption and integration of Gen AI solutions Drive internal stakeholder buy-in for Gen AI projects, ensuring alignment with strategic plans and goals

Source: SkillsFuture

Skills and proficiencies

Proficiency level:

X

 Technical skills

X

 New Gen AI skills

Technical skill competency (TSC) ¹				New Gen AI skills	
Benchmarking	5	Technology application	5	Gen AI strategy	5
Business environment analysis	6	Business risk assessment	6	Leading Gen AI-enabled transformations	5
Business needs analysis	5	Crisis management	5	Gen AI data governance	5
Business planning	6	Policy implementation and revision	5	Gen AI innovation, R&D, and innovation management	5
Change management	6	Risk management	5	Ethical frameworks for Gen AI	5
Continuous improvement management	6	Scenario planning and analysis	5	Regulatory, legal, and risk management compliance in AI and Gen AI	5
Emerging technology synthesis	6	Stakeholder management	5	Prompt design	3
Ethical culture	5	Business process re-engineering	5	Gen AI principles and applications	3
Information technology application support and monitoring	5	Contract and vendor management	5		
People performance management	5	Data analytics and computational modelling	5		
Product design and development	6	Data mining and modeling	5		
Product performance management	6	Disruption management	6		
Project management	6	Innovation management	6		

1. Per skills taxonomy



AI/Gen AI product manager

Manages the lifecycle of AI models from development and training to deployment and maintenance, ensuring alignment with business objectives and user needs

Critical work functions

Key activities

Business value presentation and stakeholder collaboration

Present data-driven business value of Gen AI models to stakeholders
Build and maintain robust communication channels with stakeholders
Act as a trusted advisor to guide stakeholders on Gen AI solutions
Regularly update stakeholders through feedback sessions and workshops
Facilitate regular meetings and workshops with cross-functional teams
Ensure alignment and synergy among IT, data science, and business units
Identify business needs for Gen AI solutions

Model building, assessment, and management

Develop and validate Gen AI models tailored to business requirements
Conduct comprehensive risk assessments for Gen AI projects
Monitor project performance and address emerging issues promptly
Lead initiatives to evaluate and enhance Gen AI processes
Implement best practices and innovative methodologies
Facilitate feedback loops to drive ongoing optimization

Data preparation and technical specifications

Manage data preparation and modeling to ensure high-quality inputs for AI solutions
Develop technical specifications for Gen AI projects
Collaborate with technology teams on infrastructure and UX frameworks
Align architectural designs with firmwide strategic goals
Ensure that Gen AI solutions meet business requirements and user needs
Manage the integration of Gen AI solutions into existing systems and processes

Project planning and implementation

Create detailed project roadmaps with timelines and milestones
Manage resource allocation and project timelines
Maintain a prioritized backlog of Gen AI projects
Use project management tools to monitor and adjust plans as needed
Establish systems to track key project metrics and KPIs
Generate regular reports to provide insights and recommend improvements
Use data-driven approaches to optimize project performance

Solution analysis and strategic design

Identify and design scalable, reusable Gen AI solutions
Assess the feasibility, viability, and efficiency of proposed Gen AI solutions
Oversee the development and validation of Gen AI models
Develop and implement proactive risk mitigation plans
Ensure Gen AI solutions are aligned with business goals and strategic initiatives
Analyze systems and propose innovative Gen AI solutions to enhance business processes

Source: SkillsFuture

Skills and proficiencies

Proficiency level: X Technical skills X New Gen AI skills

Technical skill competency (TSC)¹

New Gen AI skills

Strategy implementation	3	Business requirement mapping	4	Prompt design	3
Test planning	3	Stakeholder management	4	Gen AI principles and applications	3
Business needs analysis	3	Business risk management	4	Gen AI model selection	3
Emerging technology synthesis	4	Data governance	4	Gen AI model evaluation	3
Business innovation	4	Quality standards	4	Gen AI application development and deployment	3
Process improvement and optimization	4	Data design	4	Gen AI model development and fine-tuning	3
Performance management	4	Computational modelling	4	Responsible AI and Gen AI practices	3
Partnership management	4	Pattern recognition systems	4	Gen AI models technical aspects of security and ethics	3
Change management	4	Data ethics	4	Prompt engineering	3
Data strategy	4	Text analytics and processing	4		
Project management	4				

1. Per skills taxonomy



AI/Gen AI engineer

Designs and develops AI models, algorithms, and systems (including prompt engineering and context engineering) to address specific business challenges

Critical work functions	Key activities
Leadership and strategy implementation	Lead by example and actively contribute to the development and delivery of Gen AI solutions
	Drive innovation and excellence within the team
	Execute the strategy for Gen AI R&D, aligning it with the bank's overarching goals and objectives
	Develop learning roadmaps to support the professional development of the team
	Manage the performance and development process, including providing coaching and development opportunities
Research, development, and model deployment	Coach team members on agile practices and values
	Lead and participate in research activities to explore and advance state-of-the-art Gen AI techniques and software development
	Monitor ongoing research efforts and emerging trends
	Ensure AI models, APIs, and websites are successfully deployed into production environments
	Develop quality systems to mitigate or prevent failure, enabling early detection of issues
Cross-functional collaboration and stakeholder engagement	Recommend new technologies, tools, infrastructures, and practices
	Collaborate with various teams, including product managers and data scientists
	Integrate AI technologies into products and services
	Work closely with business stakeholders across the bank to drive the adoption of Gen AI and LLMs
	Identify opportunities for innovation and value creation
Quality control and testing	Ensure the quality and performance of Gen AI models through rigorous testing and evaluation
	Determine quality standards at each stage of the development process
	Develop and oversee the execution of quality testing processes and plans
	Review test plans and scenarios for compliance with established procedures and guidelines
	Develop reports documenting quality testing outcomes for relevant development teams
Software design, development, and security	Design software components and modules for Gen AI solutions
	Create multiple views of the software system and design high-level organization
	Lead static analysis tasks to evaluate design quality
	Identify security risks and create requirements to capture security issues
	Perform initial threat modeling and lead code reviews and inspections
	Establish project coding standards to avoid security vulnerabilities
	Oversee the building, verification, and implementation of software releases
	Ensure the execution and documentation of approved changes

Source: SkillsFuture

Skills and proficiencies

Proficiency level:

X

 Technical skills

X

 New Gen AI skills

Technical skill competency (TSC) ¹				New Gen AI skills	
Software testing	3	Emerging technology synthesis	4	Prompt design	3
Business risk management	3	Quality standards	4	Gen AI principles and applications	3
Applications support and enhancement	3	Solution architecture	4	Gen AI model selection	3
Test planning	3	Process validation	4	Gen AI model evaluation	3
Configuration tracking	3	Agile coaching	4	Gen AI application development and deployment	3
Stakeholder management	3	Quality engineering	4	Gen AI model development and fine-tuning	3
Problem management	3	Process improvement and optimization	4	Responsible AI and Gen AI practices	3
Business requirements mapping	4	Failure analysis	4	Gen AI models technical aspects of security and ethics	3
Project management	4	Agile software development	4	Prompt engineering	3
Software design	4				

1. Per skills taxonomy



AI/Gen AI data management lead

Develops and implements data strategies tailored for Gen AI applications, ensuring robust architecture and effective data flow; manages secure, compliant, and ethical data practices for Gen AI

Critical work functions	Key activities
Development of data solution optimization approaches	Develop data management frameworks, including data storage, data protection standards, and retention strategies for Gen AI scalability Guide cross-functional teams in maintaining data quality and protection standards throughout AI development Support identification of internal and external data sources
Data analytics services for internal stakeholders	Act as the main authorization contact for Gen AI data usage Coordinate with key stakeholders to ensure data integrity and proper documentation Provide extra support for analytical partners, supporting processes around product measurement Lead delivery of designed data analytics solutions to stakeholders Facilitate the transfer of subject-matter expertise from the data analytics team to stakeholders Translate data-driven insights into clear, predictive business-focused deliverables for senior stakeholders
Awareness of data protection requirements	Work in tandem with internal stakeholders to integrate data management frameworks Champion the organization's data protection culture Advise business functions on data ethics and data governance, facilitating their strategic utilization of data assets Implement and monitor data security and privacy measures on existing data solutions Develop strategies and guidelines on ethical data collection and usage practices
Data breach management and compliance	Oversee investigations into data breaches Evaluate the organization's response to data breach incidents Act as the point of contact for international and regional regulations governing data protection and privacy Ensure the organization's compliance with the Personal Data Protection Act Develop remediation actions to minimize the risk of personal data protection breaches Commission and approve Data Protection Impact Assessments
People and organization management	Review operational strategies, policies, and targets across teams and projects Oversee the development of learning roadmaps for teams and functions Establish performance indicators to benchmark the effectiveness of learning and development programs Develop strategies for resource planning and utilization Manage the performance and development process, including providing coaching and development opportunities

Source: SkillsFuture

Skills and proficiencies

Proficiency level:

X

 Technical skills

X

 New Gen AI skills

Technical skill competency (TSC) ¹				New Gen AI skills	
Configuration tracking	4	System integration	4	Prompt design	3
Strategy implementation	4	Data ethics	4	Gen AI principles and applications	3
Data collection and analysis	4	Audit and compliance	5	Gen AI model selection	3
Ethical culture	4	Data protection management	5	Gen AI model evaluation	3
Taxonomy application	4	People and performance management	5	Gen AI application development and deployment	3
Emerging technology synthesis	4	Cyber and data breach incident management	5	Gen AI model development and fine-tuning	3
Data migration	4	Data sharing	5	Responsible AI and Gen AI practices	3
Data engineering	4	Business risk management	5	Gen AI models technical aspects of security and ethics	3
Programming and coding	4	Sustainability risk management	4	Prompt engineering	3
Security architecture	4	Project management	4		
Database administration	4	Data storytelling and visualization	5		
Data design	4	People performance management	5		
Change management	4	Continuous improvement management	5		
Data governance	4				

1. Per skills taxonomy



AI/Gen AI policy and ethics officer

Establishes and maintains governance frameworks to ensure ethical Gen AI use, focusing on transparency, accountability, and trust

Critical work functions

Key activities

Creation of a culture of ethics and risk awareness and management

Drive a culture of literacy in technology risk and ethics as a key emerging operational risk area

Advocate for a culture of ethical awareness and active risk management across the organization

Adjust enterprise strategies, policies, and frameworks to reflect new and/or changing trends and practices

Development and implementation of ethics, risk, and control frameworks

Contribute to the research on potential ethical risk considerations surrounding and conceptual builds of Gen AI products

Review strategies to control identified priority areas of risk in accordance with the ERM and ethics and governance frameworks

Implement proposed frameworks for ethics and risk reporting and incidence management in line with business strategies

Partnership with stakeholders and compliance with ethics and risk policies

Partner with Gen AI engineers to ensure Gen AI enablers and products are engineered in compliance with best practices and enterprise policies and standards

Determine proposed policies and strategies for monitoring, managing, and escalating ethical considerations and identify key enterprise-level risks with input from business units and the board

Conduct reviews on the adequacy and relevance of compliance strategies, policies, and frameworks

Develop policies, frameworks, and procedures based on regulatory requirements and findings from risk and ethics assessments to ensure organizational compliance

Compliance monitoring and assessment

Evaluate findings from monitoring, surveillance, and testing activities and endorse action steps

Identify strategies for organizational compliance training and awareness efforts

Help ensure alignment of the organization's people, processes, and platforms with ethics and risk policies

Identify appropriate checks and key indicators for flagging non-compliance with ethics policies and governance frameworks

Source: SkillsFuture

Skills and proficiencies

Proficiency level: X Technical skills X New Gen AI skills

Technical skill competency (TSC)¹

New Gen AI skills

Environment and social governance	3	Risk advisory	4	Regulatory, legal, and risk management compliance in AI and Gen AI	4
Cyber security	4	Stakeholder management	4	Ethical frameworks for Gen AI	4
Data governance	4	Risk management	4	Gen AI data governance	4
Fraud risk management	4	Contract and vendor management	4	Gen AI principles and applications	4
Business continuity management	4	Corporate governance	4	Prompt design	4
Macroeconomic analysis	4	Risk and compliance reporting	4		
Corporate and business law	4	Regulatory compliance	4		
Systems thinking	5	Policy implementation and revision	4		
Internal controls	5	Monitoring and surveillance	4		
Governance	5	Change management	4		
Regulatory risk assessment	5	Regulatory and legal advisory	4		
Professional and business ethics	4	Compliance mindset development	4		

1. Per skills taxonomy



AI trust and model risk specialist

Enhances transparency and accountability by developing tools and processes to ensure AI model explainability while ensuring compliance with regulatory requirements and ethical guidelines

Critical work functions	Key activities
Development and implementation of model risk frameworks	Coordinate Gen AI part of the Advanced Analytics portfolio in terms of all relevant governance processes Ensure AI Model compliance with all relevant policies and regulations Develop risk response strategies to manage risk exposures relating to Gen AI and Advanced Analytics models Develop and implement procedures for documenting and updating technology policies, standards, guidelines, and procedures Lead the development and implementation of Model Risk Management framework and tooling
Support and guidance for the first line of defense	Support the first line of defense with procedure and policy-related questions Support data quality assurance in the global model inventory Support the first line of defense with all queries related to model inventory: registration, record updates, decommissioning, etc. Provide the development team with technical input on quality gaps to improve product quality
Model risk monitoring and reporting	Monitor and report on model risk across the organization's advanced analytics landscape Prepare data, reports, and presentations on model risk for various stakeholders Evaluate the efficiency and outcomes of existing quality processes Develop reports documenting quality testing outcomes for the relevant development teams Validate operating and usage conditions in which performance of quality measures drops
Compliance with policies and regulations	Ensure quality testing processes comply with regulatory and other relevant requirements Oversee the development of user guides on quality standards Address issues of non-compliance with quality standards and specifications Evaluate compliance review findings and prioritize corrective actions to address breaches
Development and execution of quality testing processes	Oversee enhancements to compliance control systems to address control deficiencies Determine quality standards at each stage of the development process to ensure quality of output Determine types and variations of quality tests for each phase of the product development process or lifecycle to fulfill business needs and requirements Manage the testing of quality measures under different operational and usage conditions across phases of the product development process or lifecycle Guide the development of tools to automate quality testing for suitable types of tests Review test plans and make refinements to ensure robustness of testing
Collaboration with stakeholders	Engage with stakeholders across the organization on the execution of model lifecycle activities Collaborate with stakeholders to ensure alignment with model risk management strategies

Source: SkillsFuture

Skills and proficiencies

Proficiency level:

X

 Technical skills

X

 New Gen AI skills

Technical skill competency (TSC) ¹				New Gen AI skills	
Partnership management	4	Security governance	4	Regulatory, legal, and risk management compliance in AI and Gen AI	4
Business risk management	4	IT governance	4	Ethical frameworks for Gen AI	4
Sustainability management	4	Audit and compliance	4	Gen AI data governance	4
Networking	4	Process improvement and optimization	4	Gen AI principles and applications	4
Data governance	4	Process validation	4	Prompt design	4
IT strategy	4	Quality engineering	4		
People and performance management	4	Test planning	4		
IT standards	4	Problem management	4		
Quality standards	4	Software testing	4		
Stakeholder management	4	Failure analysis	4		

1. Per skills taxonomy