





Head of operations

Proficiency level

-  New Gen AI skills
-  Transferrable skills at the same proficiency level
-  New skills
-  Transferrable skills at a higher proficiency level¹

Skills Framework track	Operations	Job function	Customer operations	Job family	Account operations
Sub-sectors	Retail banking, corporate banking, investment banking, private banking and wealth management, asset management, insurance	Expected augmentation by Gen AI	Do more: Gen AI can draft communications with regulatory bodies and external stakeholders, ensuring timely and compliant interactions. Additionally, Gen AI can assist in evaluating emerging industry trends and their implications on business strategies, enabling more informed decision-making to drive continuous improvements of operations processes		

Key tasks that can benefit from Gen AI

Critical work functions	Key tasks
Manage key stakeholders in operations processes	Engage with regulatory and governing bodies, external parties, boards, and any other key external stakeholders to keep abreast with local and global regulatory or industry trends and requirements
	Communicate and liaise with regulators to ensure all operational procedures comply with industry and regulatory rules
	Ensure operational support services delivered to policyholders, internal employees, and key stakeholders are cost-effective and efficient
	Review team progress reports and issue escalation management to evaluate team performance
	Promote communication between colleagues to maintain a positive work environment for the benefit of information flow and problem resolution
Drive continuous improvement of operations processes	Evaluate emerging industry trends, developments, and best practices against the organization's strategic priorities, products, and services to assess implications on business strategies and operating models
	Develop plans for continuous improvement that minimize or adequately address operational risks
	Design appropriate operations strategies and operating models, taking into consideration the emerging industry trends, overall business strategy, and plan for longer term transformation

New Gen AI skills

Gen AI strategy	5	Gen AI innovation, R&D, and innovation management	5	Prompt design	3
Leading Gen AI-enabled transformations	5	Ethical frameworks for Gen AI	5	Gen AI principles and applications	3
Gen AI data governance	5	Regulatory, legal, and risk management compliance in AI and Gen AI	5		

1. Transferrable skills with an increase in one level of proficiency is considered easier to acquire than transferable skills with multiple levels of increase in proficiency, followed by net new additional skills. Depending on job redesign for the financial institution, the financial institution will have to pick select skills to reskill employees on, via a combination of on-the-job training and existing courses.

Source: SkillsFuture Skills Framework