HEAD OF CREDIT

Level of Impact	Medium Impact

Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Drive credit analysis processes	• Drive the development of credit policies and guidelines, taking into account regulatory requirements, changing market or industry outlook • Drive credit stress testing outcomes to chart business decisions and credit risk appetites • Lead periodic credit reviews to minimise credit exposure, recommend credit restructuring options and identify credit opportunities	• Lead the development of credit risk frameworks, policies and guidelines in collaboration with the regulatory team using **counterparty risk management** programmes that take into account the market outlook • Develop ongoing audit and governance mechanisms for the risk framework • **[AUGMENTED]** Lead regular credit reviews. Drive the use of **AI** to analyse financial statements and identify changes in customer risk profiles based on market conditions, economic cycles and industry disruptions to assess customers' creditworthiness • **[AUGMENTED]** Lead the development of **scenario modelling** to predict outputs and outcomes during credit stress testing to provide risk mitigation recommendations. Drive the use of **data analytics** to enhance forecasts and reduce cashflow uncertainties • **[NEW]** Enhance decisions for structured financing solutions by driving the usage of **AI** to analyse real-time customer behaviour, estimate future cashflows and predict credit risks
Initiate buyers' credit assessments	• Establish procedures and policies for credit applications • Approve credit applications that deviate from predetermined standards or approved limits	• **[AUGMENTED]** Drive improvements in the customer onboarding process, reduce human error and mitigate risk by switching from **paper applications** to **web-based credit applications** • **[AUGMENTED]** Integrate solutions like **digital signatures, digital reference checks, rules-based credit limit granting** and **digital document storage** to reduce manual paperwork and human error • Approve credit applications that deviate from predetermined standards or approved limits • **[NEW]** Drive the gradual adoption of **AI** to automate credit decisions which include checking and evaluating risks effectively and efficiently, in line with compliance requirements
Monitor credit risks performance	• Establish an effective credit risk management framework and methodologies • Monitor credit exposure levels • Lead negotiations with relevant stakeholders on bad credit portfolios and recommend remediation actions to take	• **[AUGMENTED]** Direct the development of effective rating methodologies, taking into account **the latest public policy** or **regulatory changes** • Monitor credit exposure levels of the organisation. Negotiate and recommend remediation actions based on payment track records, current financial health of customers and underlying credit risks

HEAD OF CREDIT

Job Expectations within the next 3 years

Critical Work Functions	Today	Within 3 Years
Drive collaboration of human resource, technology, finance and continuous improvement initiatives	• Oversee department's financial budgeting process and budget utilisation • Strategise department's talent attraction, development and retention efforts • Drive corporate governance measures • Lead the use of technology for process improvement and innovation	• Strategise the deployment of solutions like **data analytics** and **BI applications** to improve processes, conduct resource planning and enhance the budgeting process • Ensure **interoperability** between **existing** and **new systems** and **software applications** in an organisation, allowing for effective and accurate data exchange and communication, information sharing and easy execution of activities • Develop strategies to deliver work effectively through **job redesign** and **reskilling/upskilling strategies** • Drive **progressive** and **inclusive** corporate governance measures. Drive initiatives to uphold the organisation's **ESG guidelines**

Job Adjacency

WITHIN WHOLESALE TRADE			OUTSIDE WHOLESALE TRADE		
Head of Change & Innovation	Head of Risk Management	Head of Treasury	Head of Credit Innovation	Head of Risk Management	Head of Strategic Partnerships

SKILL DIFFERENTIATORS

Roles Specific

SKILL	DESCRIPTIONS
Counterparty Risk Management	Lead the development of new risk criteria and mitigation approaches to manage risk considering evolving macroeconomic factors.
Pilot Programme Management	Conceptualise relevant pilot programmes and evaluate the effectiveness of small-scale experiments before full-scale deployment of projects.
Structured Financing	Drive the adoption of innovative approaches to enhance credit risk assessment for complex structured financing instruments.

IN THE NEXT 3-5 YEARS…	The role will be expected to drive the gradual adoption of AI to process unstructured data and analyse customers' digital footprint to assess creditworthiness. The role will focus on digitalising the routine aspects of credit management in trade transactions. This will free up time for the role to improve customer engagement and strengthen credit policy formulation by analysing counterparty risks. Human intervention and judgement will remain critical for this role and job family.

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