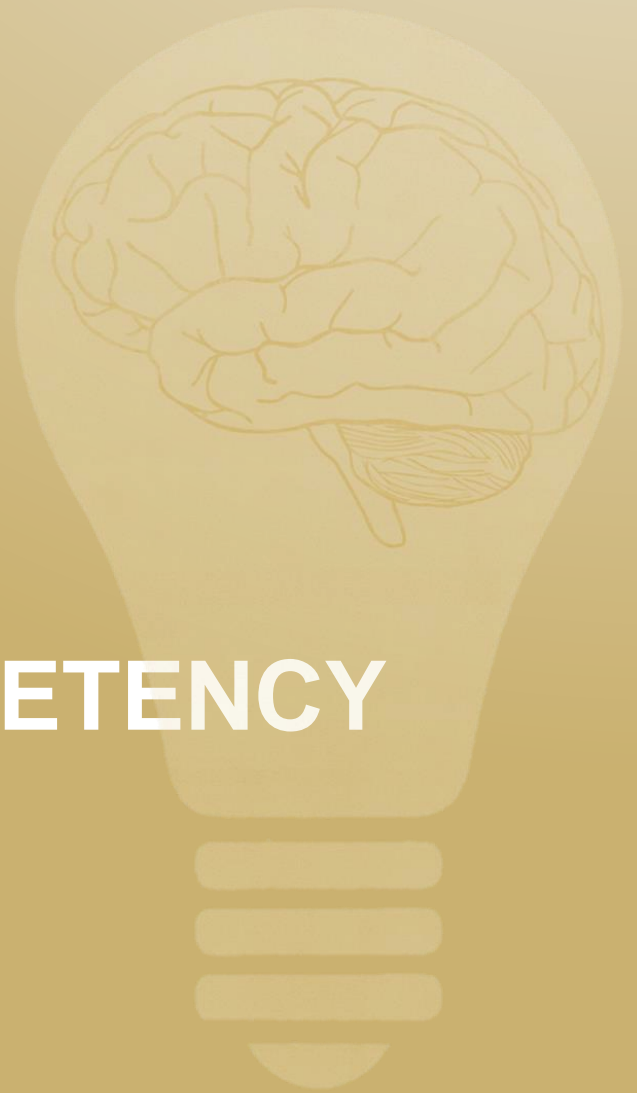




THE SAIS COMPETENCY FRAMEWORK



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1. Introduction

The South African Institute of Stockbrokers (SAIS) is the professional body for professionals and key individuals working in the Financial Markets. The focus of the Institute is to qualify individuals to work and practice as:

- Traders (within the asset classes of debt, derivatives and equity);
- Compliance Officers (within the asset classes of debt, derivatives and equity);
- Settlement Officers (within the asset classes of debt and equity);
- Clearing Officer (within the asset class of derivatives);
- Portfolio and Investment Managers; and
- Stockbrokers.

The purpose of the SAIS Competency Framework (SCF) is to provide an understanding of the knowledge, abilities and responsibilities required of these various roles, within the Financial Markets industry. In addition, the SCF will allow employers within the Financial Markets to define what is expected of the professionals working in these various roles.

1.1 The Role of the Financial Markets Professional

Financial Markets Professionals are individuals that assist organisations to facilitate the allocation of resources and create liquidity for businesses. In fulfilling this function, not only must they have the requisite technical skills but they also need to ensure that the way in which they facilitate the allocation of resources is done within the parameters of the prevailing legislation. Financial Markets Professionals need to ensure that the best outcome for the client is achieved, in a transparent, fair and ethical manner, thereby creating profit for both the client and the organisation.

Financial Markets Professionals need to ensure that in fulfilling the requirements of their roles, that they engage in research and analysis that is pertinent. The outcomes of that research and analysis is then used to create insights and structure products that assist in creating wealth for clients and the organisation. In effecting these activities, they are able to both influence the operation of the financial markets and be impactful. Strong financial markets positively influence economic growth. They help to grow the economy and they further develop the country by efficiently directing the flow of savings and investment in the economy in ways that facilitate the accumulation of capital and the production of goods and services.

It is important for Financial Markets Professionals to ensure that they are maintaining the usefulness of their knowledge. Ensuring that they have current industry knowledge and specific role knowledge is important for them as it contributes to their ability to act ethically, professionally and with integrity. Financial Markets Professionals need to ensure accountability for their own development and for their own actions. The purpose of Continuous Professional Development (CPD) is to assist Financial Markets Professionals to

keep abreast of developments. One of the functions of the SAIS is to facilitate CPD and to monitor its members' adherence to CPD.

1.2 Structure of the Financial Markets Industry

The South African financial markets and banking sectors are generally regarded as being on par with international best practice, as is the country's regulatory structure and legal framework. South Africa enjoys world class technology-based trading, clearing, settlement and custodial services. The overarching legislation, which is the Financial Markets Act (FMA), no 19 of 2012, which has allowed for the licensing of several exchanges. The custodian of the FMA and its implementation is the Financial Sector Conduct Authority (FSCA).

With the harmonisation of global regulation, South Africa has actively participated in and followed global trends. The passing of the Financial Sector Regulation Act in 2017 gave effect to what is referred to as the "Twin Peaks" system of financial regulation. This regulation is aimed at making the sector safer and closing any regulatory gaps within the system. Under Twin Peaks, two new regulators came into operation. The first being the Prudential Authority which is the regulator of financial institutions and the second being the FSCA which regulates market conduct with respect to ethics and transparency. The introduction of Key Individuals is a method of regulating market conduct. As such, the Key Individual roles of Traders, Compliance Officers, Settlement Officers, Portfolio and Investment Managers and Stockbrokers are increasingly important.

In a similar vein, the South African Reserve Bank (SARB) has been structured as a dedicated prudential regulator. It has taken responsibility for the financial stability, safety and soundness of the economy. South Africa remains integrally linked to appropriate international and domestic fora, allowing it to stay abreast of international and domestic developments.

2. About the SAIS Competency Framework (SCF)

The SCF is the underpinning for all syllabi offered by the SAIS. The syllabi are examined through a combination of objective tests and case-study type questions. The SCF also identifies various key individual roles in the financial markets industry. Not all of these roles have examinations and designations attached to them but remain in the SCF to provide a holistic view of the industry and to provide guidance to those aspiring to such roles. The SCF emphasises the skills sets that are needed in the identified roles. It also provides employers in the industry with a benchmark of what should be expected of individuals filling those positions.

The SCF provides an indication of the abilities required as well as the levels at which they are required for the different roles that can be found within the broader financial markets industry. For students wanting to enter these roles or for those performing similar functions and who want to formalise their knowledge, the SCF will provide guidance that will ultimately prepare individuals to be fully functional in their chosen roles.

It is important to remember that the roles in the SCF are underpinned by *Ethics, Integrity and Professionalism*. These three traits underly all of the key individual roles and their associated competencies. They are the point of departure for the SCF and the subsequent syllabi for the roles.

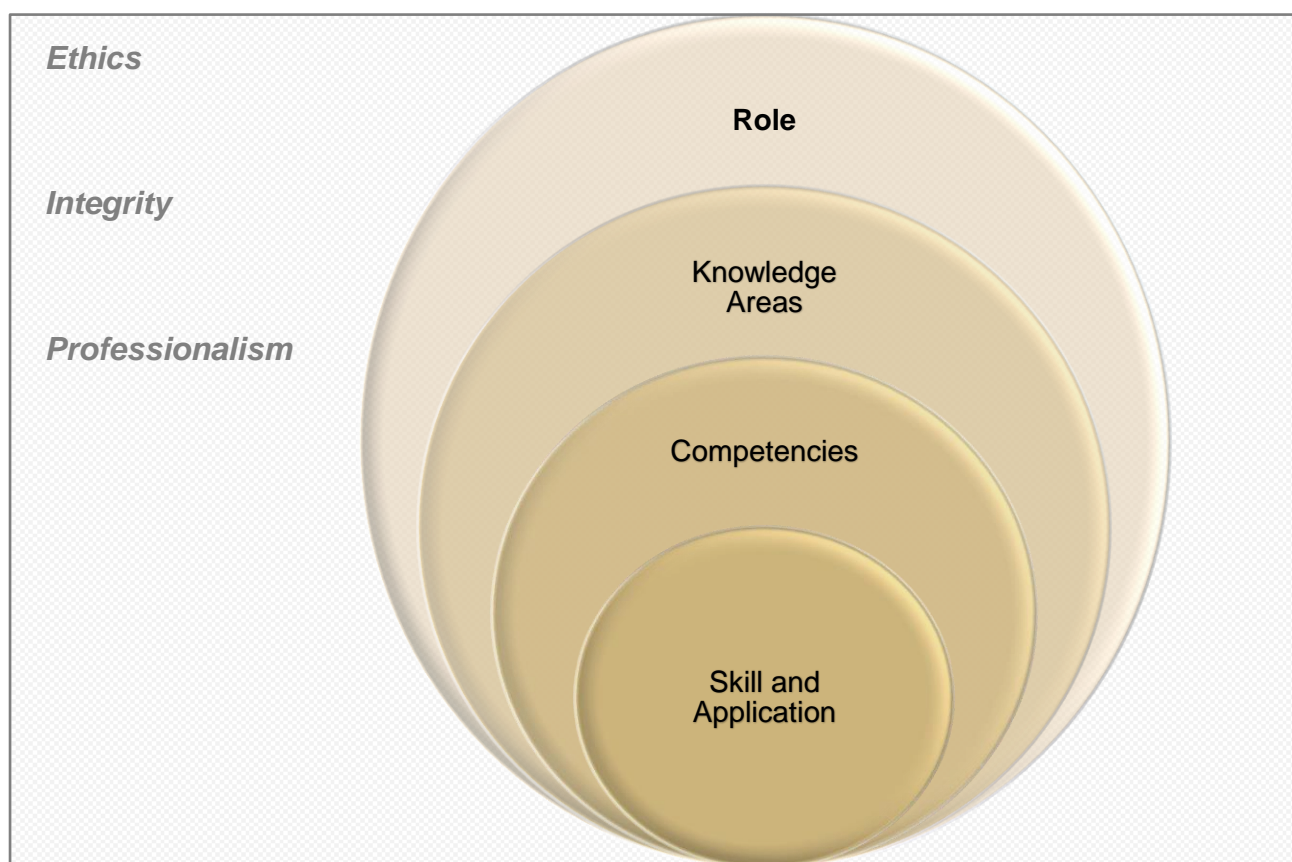


Figure 1: Integration of the SAIS Competency Framework

2.1 Outline of the SCF

As previously mentioned, the SCF sits within the contexts of Ethics, Integrity and Professionalism. The roles encompassed in the SCF are comprised of knowledge areas (abilities), each with associated competencies. Each competency has a Skill and Application sphere allocated to it, according to the role requirements. Each competency, coupled with the Skill and Application sphere, describes the activities expected to be undertaken in that specific competency. The Skill and Application sphere allocated to a competency indicates the relative importance of that ability to the role. The SCF supports the concept of lifelong learning and hence of Continuous Professional Development (CPD). Individuals working in the financial markets need to have attitudes and approaches that embrace complexity and agility, which are supported through CPD.

2.1.1 Roles

The roles encompassed by the SCF are the following:

Trading	Trader: Debt
	Trader: Derivatives
	Trader: Equities
	Trader: Management and Oversight
Compliance	Compliance Officer: Debt
	Compliance Officer: Derivatives
	Compliance Officer: Equities
	Compliance: Management and Oversight
Clearing and Settlement	Settlement Officer: Debt
	Clearing Officer: Derivatives
	Settlement Officer: Equities
	Settlement: Management and Oversight
Investment Management	Portfolio and Investments Manager
	Chief Investments Officer
Stockbroker	Stockbroker General
	Stockbroker in Control

Table 1: Financial Markets Job Roles in the SAIS Competency Framework

2.1.2 Knowledge Areas

The knowledge areas are distinct but interlinked. Each role requires each knowledge area, but the breadth and depth required is determined by the role.

The five knowledge areas are:

1. Financial Markets Technical Abilities
2. Financial Markets Business Abilities
3. Regulatory Abilities
4. People Interaction Abilities
5. Leadership Abilities

Knowledge Area	Description
Financial Markets Technical Abilities	These abilities are those skills needed by financial markets professionals in the normal course of their role activities. These are the core abilities that the respective financial markets professional is expected to have.
Financial Markets Business Abilities	These abilities are the business skills that enable financial markets professionals to integrate their knowledge of the business and the environment in which they are working, to garner insights that are beneficial to the client and the business. This allows for the alignment of business models to strategy.
Regulatory Abilities	These abilities are the current that runs through the financial markets and to a large degree operationalises the traits of ethics, integrity and professionalism. It encompasses the set of skills that enable financial markets professionals to ensure that they are operating within the principles established by the legislation.
People Interaction Abilities	These abilities encompass effective communication that leads to the influencing of decisions by decision-makers and the business as a whole. It is the set of skills that includes collaborating and working with colleagues and clients.
Leadership Abilities	These abilities refer to the skills that relate to leading self, leading others and leading the organisation. The ability to lead self is required of every financial markets professional regardless of the role in which they work or their level within an organisation. The skills required to lead others and to lead the organisation are determined by the role and the level of the key individual within the organisation.

Table 2: SCF Knowledge Areas

2.1.3 Skill and Application Spheres

The Skill and Application required in the **Technical sphere** means that the activities required to be performed by achieving results through one's own actions. The Skill and Application required in the **Oversight sphere** means that the activities required to be performed, achieve results through limited or informal responsibility for colleagues'/subordinates' implementation. It also takes into account that broader approaches and consequences need to be considered. The Skill and Application required in the **Strategic sphere** means that the activities required to be performed achieve results through formal responsibility for colleagues' /subordinates' implementation. Actions and decisions emanating from activities in the Strategic sphere have a wide impact. In some instances, there may be formal responsibility for business areas and decisions, with actions having a strategic impact.

It must be borne in mind that the Skill and Application spheres are cumulative. This means that activities required to be performed within the Strategic sphere include activities in the Technical and Oversight spheres.

Skill and Application	Sphere	Results Achievement
	Technical	Results are achieved through individual's own action.
	Oversight	Results are achieved through limited or informal responsibility for colleagues' / subordinates' actions.
	Strategic	Results are achieved through formal responsibility for colleagues' / subordinates' actions and implementation. Actions and decisions emanating from activities in the Strategic sphere have a wide impact. In some instances, there may be formal responsibility for business areas and decisions, with actions having a strategic impact.

Table 3: Skill and Application Spheres

3. The Competencies Required for Each Role

Each role has been divided into the competencies required for that role and the Skill and Application sphere required for each competency, associated with the role. The details of the competencies and their associated Skill and Application spheres can be found in Annexure 1. Annexure 1 comprises the full, detailed SAIS Competency Framework (SCF).

The roles covered by the SCF are the following:

Role	Assessment Method	Designation Awarded by the SAIS
Trader: Debt	Examined	Certified Financial Markets Professional (SA)– Trading [CFMP-T(SA) TM : Debt]
Trader: Derivatives	Examined	Certified Financial Markets Professional (SA)– Trading [CFMP-T(SA) TM : Derivatives]
Trader: Equities	Examined	Certified Financial Markets Professional (SA)– Trading [CFMP-T(SA) TM : Equities]
Trader: Management and Oversight	-	-
Compliance Officer: Debt	Examined	Certified Financial Markets Professional (SA)– Compliance [CFMP-C(SA) TM : Debt]
Compliance Officer: Derivatives	Examined	Certified Financial Markets Professional (SA)– Compliance [CFMP-C(SA) TM : Derivatives]
Compliance Officer: Equities	Examined	Certified Financial Markets Professional (SA)– Compliance [CFMP-C (SA) TM : Equities]
Compliance Officer: Management and Oversight	-	-
Settlements Officer: Debt	Examined	Certified Financial Markets Professional (SA)– Settlement & Administration [CFMP-S&A(SA) TM : Debt]

Role	Assessment Method	Designation Awarded by the SAIS
Clearing Officer: Derivatives	Examined	Certified Financial Markets Professional (SA)–Settlement & Administration [CFMP-S&A(SA)TM: Derivatives]
Settlements Officer: Equities	Examined	Certified Financial Markets Professional (SA)–Settlement & Administration [CFMP-S&A(SA)TM: Equities]
Settlements Officer: Management and Oversight	-	-
Portfolio and Investments Manager	Examined	Certified Financial Markets Professional (SA) Portfolio & Investment Management [CFMP-PIM (SA)TM]
Chief Investment Officer	-	-
Stockbroker General	Examined	Certified Stockbroker (SA) [CSb(SA)TM]
Stockbroker in Control	Short course	-

Table 4: SAIS Designation per SCF Role

The full list of competencies, as allocated per knowledge area are the following:



Figure 2: Competencies per Knowledge Area

The roles as articulated in the SCF, their required competencies and accompanying skill and application spheres are detailed below:

3.1 Trader: Debt

Role: Trader-Debt			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Debt Securities	✓		
Debt Securities Trading	✓	✓	
Settlement of Trades	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓		
Time Management	✓		
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓	✓	
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓		
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		

3.2 Trader – Derivatives

Role: Trader-Derivatives			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Derivative Securities	✓		
Derivative Securities Trading	✓	✓	
Settlement of Trades	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓		
Time Management	✓		
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓	✓	
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓		
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		

3.3 Trader – Equities

Role: Trader-Equities			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓		
Equities Securities Trading	✓	✓	
Settlement of Trades	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓		
Time Management	✓		
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓	✓	
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓		
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		

3.4 Trader – Management and Oversight

Role: Trader-Management and Oversight			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓	✓	
Debt Securities	✓	✓	
Derivative Securities	✓	✓	
Investment Advice	✓		
Fundamental Analysis	✓		
Technical Analysis	✓		
Securities Trading	✓		
Settlement of Trades	✓		
Taxation	✓		
Sales and Marketing	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓	✓	✓
Business Writing	✓		
Business Presentation	✓	✓	
Information Technology	✓	✓	
Time Management	✓	✓	
Networking and Relationship Building	✓		
Stakeholder Management	✓	✓	
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	
Corporate Governance	✓	✓	
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	
Influencing	✓		
Negotiation	✓		
Coaching and Mentoring	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	
Analytical Thinking	✓		
Adaptability	✓	✓	
Creativity and Innovation	✓	✓	
Strategic Thinking	✓		
Decision Making	✓	✓	
Problem Solving	✓	✓	
Organisational Management	✓	✓	

3.5 Compliance Officer- Debt

Role: Compliance Officer: Debt			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	
Debt Securities	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓		
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	✓
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓	✓	✓
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	
Problem Solving	✓	✓	✓
Organisational Management	✓		

3.6 Compliance Officer – Derivatives

Role: Compliance Officer: Derivatives			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	
Derivative Securities	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓		
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	✓
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓	✓	✓
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	
Problem Solving	✓	✓	✓
Organisational Management	✓		

3.7 Compliance Officer – Equities

Role: Compliance Officer: Equities			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	
Equities Securities	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓		
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	✓
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓	✓	✓
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	
Problem Solving	✓	✓	✓
Organisational Management	✓		

3.8 Compliance Management and Oversight

Role: Compliance: Management and Oversight			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	✓
Equities Securities	✓		
Debt Securities	✓		
Derivative Securities	✓		
Investment Advice	✓		
Portfolio Management	✓		
Securities Trading	✓		
Settlement of Trades	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓	✓	
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	✓
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓	✓	✓
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓	✓	
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓	✓	

3.9 Settlement Officer – Debt

Role: Settlement Officer: Debt			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Debt Securities	✓		
Settlement of Trades	✓	✓	✓
Taxation	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓	✓	
Time Management	✓	✓	✓
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓		
Regulation of Financial Markets Products	✓		
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		
Organisational Management	✓		

3.10 Clearing Officer – Derivatives

Role: Clearing Officer: Derivatives			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Derivative Securities	✓		
Clearing/Settlement of Trades	✓	✓	✓
Taxation	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓	✓	
Time Management	✓	✓	✓
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓		
Regulation of Financial Markets Products	✓		
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		
Organisational Management	✓		

3.11 Settlement Officer – Equities

Role: Settlement Officer: Equities			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓		
Settlement of Trades	✓	✓	✓
Taxation	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓		
Securities and Market Conditions	✓		
Business Writing	✓		
Information Technology	✓	✓	
Time Management	✓	✓	✓
Networking and Relationship Building	✓		
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓		
Regulation of Financial Markets Products	✓		
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓		
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓		
Adaptability	✓		
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓		
Problem Solving	✓		
Organisational Management	✓		

3.12 Settlements Management and Oversight

Role: Settlements Management and Oversight			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	
Equities Securities	✓		
Debt Securities	✓		
Derivative Securities	✓		
Securities Trading	✓		
Settlement of Trades	✓		
Taxation	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	
Information Technology	✓	✓	
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	
Stakeholder Management	✓	✓	
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓		
Regulatory Compliance	✓	✓	
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	
Coaching and Mentoring	✓	✓	✓
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	
Creativity and Innovation	✓		
Strategic Thinking	✓		
Decision Making	✓	✓	
Problem Solving	✓	✓	
Organisational Management	✓	✓	

3.13 Portfolio and Investments Manager

Role: Portfolio and Investments Manager			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓	✓	✓
Debt Securities	✓	✓	✓
Derivative Securities	✓	✓	✓
Investment Advice	✓	✓	✓
Portfolio Management	✓	✓	✓
Fundamental Analysis	✓	✓	✓
Technical Analysis	✓	✓	✓
Securities Trading	✓		
Settlement of Trades	✓		
Taxation	✓	✓	
Sales and Marketing	✓		
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	
Securities and Market Conditions	✓	✓	✓
Business Writing	✓	✓	✓
Business Presentation	✓	✓	
Information Technology	✓	✓	
Time Management	✓	✓	
Networking and Relationship Building	✓		
Stakeholder Management	✓	✓	
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	
Regulatory Frameworks and Institutions	✓		
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓		
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	
Influencing	✓	✓	
Negotiation	✓	✓	
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	
Strategic Thinking	✓	✓	
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓		

3.14 Chief Investment Officer

Role: Chief Investments Officer			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓	✓	✓
Debt Securities	✓	✓	✓
Derivative Securities	✓	✓	✓
Investment Advice	✓	✓	✓
Portfolio Management	✓	✓	✓
Fundamental Analysis	✓	✓	✓
Technical Analysis	✓	✓	✓
Securities Trading	✓		
Settlement of Trades	✓		
Taxation	✓	✓	
Corporate Finance Advisory	✓	✓	
Sales and Marketing	✓	✓	
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓	✓	✓
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓	✓	✓
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	
Regulatory Frameworks and Institutions	✓		
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓		
Corporate Governance	✓		
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓	✓	✓

Role: Chief Investments Officer			
Competencies	Skill and Application		
	<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓	✓	

3.15 Stockbroker General

Role: Stockbroker General			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓	✓	✓
Debt Securities	✓		
Derivative Securities	✓		
Investment Advice	✓	✓	✓
Portfolio Management	✓	✓	✓
Fundamental Analysis	✓	✓	✓
Technical Analysis	✓	✓	✓
Securities Trading	✓	✓	✓
Settlement of Trades	✓		
Taxation	✓	✓	
Sales and Marketing	✓	✓	
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓	✓	✓
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓	✓	
Time Management	✓	✓	
Networking and Relationship Building	✓	✓	
Stakeholder Management	✓	✓	
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	
Regulatory Frameworks and Institutions	✓	✓	
Regulation of Financial Markets Intermediaries	✓	✓	
Regulation of Financial Markets Products	✓	✓	
Corporate Governance	✓	✓	
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	
Influencing	✓		
Negotiation	✓		

Role: Stockbroker General			
Competencies	Skill and Application		
	<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	
Creativity and Innovation	✓	✓	
Strategic Thinking	✓		
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓		

3.16 Stockbroker in Control

Role: Stockbroker in Control			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓	✓	✓
Equities Securities	✓	✓	✓
Debt Securities	✓		
Derivative Securities	✓		
Investment Advice	✓	✓	✓
Portfolio Management	✓	✓	✓
Fundamental Analysis	✓	✓	✓
Technical Analysis	✓	✓	✓
Securities Trading	✓	✓	✓
Settlement of Trades	✓		
Taxation	✓	✓	
Corporate Finance Advisory	✓		
Sales and Marketing	✓	✓	
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓	✓	✓
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓	✓	✓
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓	✓	✓
Regulatory Frameworks and Institutions	✓	✓	✓
Regulation of Financial Markets Intermediaries	✓	✓	✓
Regulation of Financial Markets Products	✓	✓	✓
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓	✓	✓
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓	✓	✓

Role: Stockbroker in Control			
Competencies	Skill and Application		
	<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓	✓	✓

3.17 Chief Executive Officer (CEO)

Role: CEO			
Competencies	Skill and Application		
	Technical	Oversight	Strategic
Knowledge Area 1: Financial Markets Technical Abilities			
Risk Management	✓		
Equities Securities	✓		
Debt Securities	✓		
Derivative Securities	✓		
Investment Advice	✓		
Portfolio Management	✓		
Fundamental Analysis	✓		
Technical Analysis	✓		
Securities Trading	✓		
Settlement of Trades	✓		
Taxation	✓		
Corporate Finance Advisory	✓		
Sales and Marketing	✓	✓	✓
Knowledge Area 2: Financial Markets Business Abilities			
Client Service	✓	✓	✓
Securities and Market Conditions	✓		
Business Writing	✓	✓	✓
Business Presentation	✓	✓	✓
Information Technology	✓	✓	✓
Time Management	✓	✓	✓
Networking and Relationship Building	✓	✓	✓
Stakeholder Management	✓	✓	✓
Knowledge Area 3: Regulatory Abilities			
Anti-Money Laundering	✓		
Regulatory Frameworks and Institutions	✓		
Regulation of Financial Markets Intermediaries	✓		
Regulation of Financial Markets Products	✓		
Corporate Governance	✓	✓	✓
Regulatory Compliance	✓		
Knowledge Area 4 : People Interaction Abilities			
Communication	✓	✓	✓
Influencing	✓	✓	✓
Negotiation	✓	✓	✓
Coaching and Mentoring	✓	✓	✓

Role: CEO			
Competencies	Skill and Application		
	<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
Knowledge Area 5: Leadership Abilities			
Ethics and Integrity	✓	✓	✓
Analytical Thinking	✓	✓	✓
Adaptability	✓	✓	✓
Creativity and Innovation	✓	✓	✓
Strategic Thinking	✓	✓	✓
Decision Making	✓	✓	✓
Problem Solving	✓	✓	✓
Organisational Management	✓	✓	✓

Annexure 1: Detailed SAIS Competency Framework (SCF)

Knowledge Areas and Associated Competencies

The SCF has five Knowledge Areas. These Knowledge Areas broadly encompass what needs to be covered by a Financial Markets Professional. As mentioned before, the depth and breadth of the competency is determined by the role the Financial Markets Professional fulfils. The five knowledge areas are the following:

- **Financial Markets Technical Abilities**
- **Financial Markets Business Abilities**
- **Regulatory Abilities**
- **People Interaction Abilities**
- **Leadership Abilities**

1. Financial Markets Technical Abilities

i. Equities Securities:

The ability to understand the characteristics, risks and returns as well as the performance of equity securities.

<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
<ul style="list-style-type: none"> ◦ Define an equity. ◦ Distinguish between equities and related securities that will trade on an equity securities market. ◦ Define the risk-return trade-off of equities and related instruments. ◦ Understand the social, political and economic factors that influence the price of an equity. ◦ Understand the different corporate actions relevant to equity securities markets. ◦ Understand that there are relevant listing requirements such as disclosures etc, for listed securities. 	<ul style="list-style-type: none"> ◦ Define the value drivers of an equity. ◦ Define the nature, structure and value drivers of equity-related securities (non-derivatives). ◦ Impute the risk-return trade-off of equities and related instruments. ◦ Interpret social, political and economic factors in terms of their influence on equity prices. ◦ Analyse the price effects of corporate actions. ◦ Understand what the relevant listing requirements mean for and in terms of equity and related instruments. 	<ul style="list-style-type: none"> ◦ Analyse and value an equity. ◦ Analyse and value equity-related securities (non-derivatives). ◦ Calculate and analyse the risk-return trade-off of equities and related instruments. ◦ Project the influences of future social, political and economic factors on the equity market or on specific equities. ◦ Project the influence of corporate actions on equities and related securities. ◦ Project the influence of, and analyse, listing requirements such as AFS, quarterly results, SENS announcements, etc.

ii. Debt Securities

The ability to understand the characteristics, risks and return as well as performance of debt securities.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Define a debt security.◦ Distinguish between debt securities and related securities that will trade on a debt securities market.◦ Define the risk-return trade-off of debt securities and related instruments.◦ Understand the social, political and economic factors that influence the price of a debt security.◦ Understand the different corporate actions relevant to debt securities markets.◦ Understand that there are relevant listing requirements such as disclosures, etc for listed securities.	<ul style="list-style-type: none">◦ Define the value drivers of a debt security.◦ Define the nature, structure and value of debt-related securities (non-derivatives).◦ Impute the risk-return trade-off of debt securities and related instruments.◦ Interpret social, political and economic factors in terms of their influence on debt security prices.◦ Analyse the price effects of corporate actions on debt securities.◦ Understand what the relevant listing requirements mean for and in terms of debt and related instruments.	<ul style="list-style-type: none">◦ Analyse and value a debt security.◦ Analyse and value debt-related securities (non-derivatives).◦ Calculate and analyse the risk-return trade-off of debt securities and related instruments.◦ Project the influences of future social, political and economic factors on the debt securities market or on specific debt securities.◦ Project the influence of corporate actions on debt and related securities.◦ Project influence of, and analyse listing requirements such as AFS, quarterly results, SENS announcements, etc.

iii. Derivative Securities

The ability to understand the characteristics, risks and return as well as performance of derivative securities.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Distinguish between the different types of derivative securities.◦ Define the risk-return trade-off of derivative securities.◦ Understand the social, political and economic factors that influence the price of a derivative security.◦ Understand that there are relevant listing requirements such as margin requirements, etc for listed securities.	<ul style="list-style-type: none">◦ Define the nature, structure and value of different types of derivative securities.◦ Impute the risk-return trade-off of derivative securities.◦ Interpret social, political and economic factors in terms of their influence on derivative security prices.◦ Understand what the relevant listing requirements mean for and in terms of derivatives investors.	<ul style="list-style-type: none">◦ Analyse and value derivatives securities.◦ Calculate and analyse the risk-return trade-off of derivative securities.◦ Project the influences of future social, political and economic factors on the derivative securities market.◦ Project influence of, and analyse listing requirements such as volatility driven margin requirements, etc.

iv. Investment Advice

The ability to assist clients with passive advice to allow them to make informed decisions regarding investment in financial market products and/or which securities to buy. The ability to provide counsel to clients regarding the utilisation of financial market services such as portfolio management.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Outline the key steps in analysing client's investment needs and objectives.◦ Classify clients according to their respective service or product needs.◦ Identify key products and service types suitable for clients.◦ Identify key information required to serve clients.	<ul style="list-style-type: none">◦ Analyse client's investment needs and objectives to recommend suitable products.◦ Apply the advice structure (advice clarity and intensity) appropriate for the type of client (professional vs retail)◦ Provide specific tailored and appropriate advice◦ Provide accurate and true information and ensure that client receives all information and confirm that the client understands the information and advice	<ul style="list-style-type: none">◦ Review product recommendation to ensure a match with the client's investment needs and objectives.◦ Evaluate the impact of market forces on investment strategy and recommend appropriate mitigating or remedial actions.◦ Establish the nature and extent of information to be provided to clients for investment purposes.◦ Establish investment advice process to ensure that the delivered advice is objective, true, appropriate and provided in good faith.

v. Portfolio Management

The ability to structure, make investment decisions and manage an investment portfolio tailored to meet specific investment needs and objectives. This includes the ability to construct a portfolio, to monitor the portfolio's performance, and to review and rebalance the portfolio as required.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Conduct comprehensive research to understand the businesses, markets and economy in which a client's money is invested.◦ Outline the key steps in analysing client's investment needs and objectives.◦ Document the buying and selling of securities for a portfolio.◦ Understand the financial needs of a client and the products which could satisfy those needs.◦ Monitor a client's portfolio to determine whether it is meeting needs and objectives.◦ Report their observations to supervisors in the team.	<ul style="list-style-type: none">◦ Interpret research conducted of businesses, markets and the economy in order to evaluate risk and return potential of investments.◦ Analyse client's investment needs and objectives to recommend suitable products.◦ Recommend which securities and in which quantities to buy and sell within a portfolio.◦ Recommend how a client's financial needs could be addressed and managed within their risk tolerance.◦ Analyse the activities of a portfolio. Make remedial recommendations if the clients' needs and objectives are not being achieved.◦ Manage team members in terms of their respective responsibilities and reporting requirements	<ul style="list-style-type: none">◦ Make confident decisions about a portfolio based on comprehensive research conducted of businesses, markets and the economy in order to mitigate risk and deliver appropriate returns for the client.◦ Construct a tailored portfolio to match client's investment needs and objectives.◦ Actively buy and sell securities to ensure that the appropriate risk return profile for portfolios is achieved.◦ Make decisions on a discretionary basis how a client's financial needs will be addressed and managed.◦ Measure the performance of the investment portfolio and design changes if the clients' needs and objectives are not being achieved or if clients' financial needs and objectives change.◦ Oversee, mentor and manage the teams which are responsible for managing client portfolios.

vi. Fundamental Analysis

The ability to measure the intrinsic value of a security or derivative by examining facts such as economic, financial and other qualitative and quantitative factors that affect its value.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Understand the theory of fundamental analysis of securities and their issuer, and factors influencing the intrinsic or fair value of securities.◦ Collect information on the relevant industry fundamentals such as comparative figures or industry averages, supply and demand, the labour environment, and taxes.◦ Collect information on the state and condition of the economy, for example interest rates, fiscal and monetary policies, and relevant exchange rates.◦ Compile and prepare financial information for model building in a usable format.	<ul style="list-style-type: none">◦ Research the financial condition and management of a company. Use ratio, vertical and horizontal analysis of financial statements to determine the financial condition and management of a company. Analyse and interpret news relating to the company as an issuer of securities.◦ Analyse the relevant industry fundamentals to determine their possible impact on the company as an issuer of securities.◦ Analyse the research conducted on the state and condition of the economy to determine their possible impact on the company as an issuer of securities.◦ Build financial models on companies as an issuer of securities to determine the intrinsic or fair value of securities.	<ul style="list-style-type: none">◦ Determine a security's intrinsic or fair value by assessing and interpreting the financial statements and management of a company as an issuer of securities, as well as relevant news.◦ Evaluate the possible impact of relevant industry fundamentals on a security's intrinsic or fair value.◦ Evaluate the possible impact and condition of the economy and other fundamental factors on a security's intrinsic or fair value.◦ Formulate and evaluate assumptions used as inputs into models based on knowledge of the factors influencing companies as issuers of securities.

vii. Technical Analysis

The ability to forecast the future direction of securities prices through the analysis and evaluation of historical trends in price and trading volumes.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Research the historical performance of a security in terms of price and trading volumes.◦ Understand the technical analysis models and approaches used to determine a security's target price level.◦ Describe the models and tools used to analyse price and volume charts which identify support and resistance levels for securities.	<ul style="list-style-type: none">◦ Analyse the research conducted of the historical performance of a security in terms of price and trading volumes.◦ Apply different technical analysis models and tools to determine a security's target price level.◦ Identify support and resistance levels by using models and tools to analyse price and trading volume trends charts.	<ul style="list-style-type: none">◦ Project a security's future movements by evaluating and interpreting research conducted of its historical performance in terms of price and trading volumes.◦ Evaluate the relevance of different models and tools used to determine a security's price level and select the most suitable model or tool for particular circumstances.◦ Project a security's future movements in price and volume by evaluating and interpreting the support and resistance levels and likely price patterns and market sentiment.

viii. Securities Trading

The ability to execute trades with skill, due care and diligence and in the best interest of clients, the firm and the market. Always execute trades within the spirit and letter of the legislative and regulatory framework.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Document client trading instructions.◦ Know the rules of the relevant exchange as they pertain to asset and/or securities in which trading is done.◦ Understand the concept of best execution and the elements of best execution.◦ Know the internal rules pertaining to client trading, personal account trading and proprietary trading.	<ul style="list-style-type: none">◦ Interpret and implement client trading instructions.◦ Apply the rules of the relevant exchange as they pertain to the assets and/or securities in which trading is done.◦ Monitor the market closely to ensure best execution.◦ Apply internal rules pertaining to client trading, personal account trading and proprietary trading.◦ Ensure own development of competency in trading.	<ul style="list-style-type: none">◦ Advise clients on veracity of their instructions based on prevailing and changing market conditions and relevant security analysis.◦ Advise internal and external clients on the application of the rules of the relevant exchange as they pertain to the assets and/or securities in which trading is done. (Oversee adherence to the rules by supervised staff and for all clients of the firm).◦ Examine overall execution quality to consistently achieve best execution internally by supervised staff and for all clients.◦ Formulate, oversee and advise on internal rules pertaining to client trading, personal account trading and proprietary trading.◦ Oversee the compliance with and development of the prerequisite competencies of supervised staff.

ix. Clearing / Settlement of Trades

The ability to fulfil the contractual obligations arising from a securities trade in a timely and accurate manner and in adherence to securities clearing and settlement rules, regulations and procedures.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify the clearing and settlement procedures for the asset classes and instruments relevant to a specific exchange.◦ Distinguish between client types and their impact on settlement.◦ Know the currency implications of a settlement.◦ Know the clearing and settlement communication protocols relevant to a transaction.◦ Know the clearing and settlement actions and procedures relevant to a transaction.◦ Identify the parties involved in a clearing and settlement process.	<ul style="list-style-type: none">◦ Process clearing and settlement of transactions across the different asset classes and markets relevant to the specific exchange according to regulation - ensuring the timely settlement of transaction in accordance with regulation◦ Understand the difference between client types and their impact on settlement and implement necessary steps to ensure settlement takes place.◦ Plan for and strategically implement the currency aspects relevant to transactions.◦ Apply and verify the clearing and settlement communication protocols relevant to a transaction.◦ Apply and verify the clearing and settlement actions and procedures relevant to a transaction and understand the implications of the failure of settlement.◦ Develop relationships with counterparty clearing and settlement personnel.	<ul style="list-style-type: none">◦ Implement the clearing and settlement process & procedures across different asset classes and markets relevant to a specific exchange within the regulatory framework ensuring the mitigating of risk. Manage and implement failed trade procedures◦ Evaluate risks involved regarding different client types and implement necessary processes and procedures to mitigate the possibility of any failed transactions. Manage and implement failed trade procedures.◦ Manage the currency transactions to ensure that clearing and settlement take place in accordance with foreign exchange regulations.◦ Manage communication with all relevant stakeholders, including clients and regulators.◦ Manage settlement team to ensure that all transactions are settled within the necessary timeframes and in accordance with relevant regulations. Implement the necessary steps to mitigate failure of settlements.◦ Manage and oversee relationships with counterparty clearing and settlement personnel.

x. Taxation

The ability to apply tax principles and tax legislation in the investment environment and to advise investors accordingly.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Demonstrate an understanding of Technical concepts and principles of taxation applicable to investments.◦ Identify the taxes that are applicable to specific investments.◦ Demonstrate an understanding of the tax obligations of the different role players in the investment environment.◦ Demonstrate an understanding of how taxation may affect an investor's return on investment and how different products may be more suited to a certain investor, as a result of taxation.	<ul style="list-style-type: none">◦ Calculate the tax implications of investments by individual and corporate investors.◦ Compare and evaluate investment options in terms of their tax implications.◦ Calculate the tax liability of the different role players in relation to specific investments.◦ Advise clients on the best investment option for them, in light of the relevant taxation principles.	<ul style="list-style-type: none">◦ Provide advice to individual and corporate investors regarding the tax implications of their investments.◦ Incorporate the analysis of tax implications in the development of investment products.◦ Interact with the tax authority in relation to the taxation of investments and investment products.◦ Set tax policies, strategies, standards and guidelines for own organisation and ensure that they are implemented.

xi. Risk Management

The ability to identify, assess and control risks related to the financial markets and investments including the development of risk management programmes, undertaking regular risk assessments and providing advice and solutions to risk threats.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify the general risks inherent in the financial markets.◦ Understand the Technical principles of risk management.◦ Identify and understand risks in own area of work.◦ Implement prescribed risk management processes and controls.	<ul style="list-style-type: none">◦ Assess organisation processes to identify risks.◦ Propose risk mitigation actions and develop a risk management programme.◦ Monitor the implementation of a risk management programme.	<ul style="list-style-type: none">◦ Evaluate the effect of risks on business operations and the sustainability of the organisation.◦ Develop mechanisms and processes or controls to detect and mitigate internal and external risks to the organisation. Implement and integrate risk management programme with business processes.◦ Evaluate the effectiveness of a risk management programme.◦ Coach and guide others to observe desired risk management practices and foster a risk management culture within the organisation.

xii. Corporate Finance Advisory

The ability to advise companies with respect to corporate finance activities, capital structure, risk management and regulatory compliance in terms of corporate finance activities.

<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
<ul style="list-style-type: none">◦ Identify and explain the various options available to raise capital for a business entity.◦ Identify and explain the advantages of and risks associated with the various options available to raise capital for a business entity.	<ul style="list-style-type: none">◦ Analyse the relationship between corporate strategy, corporate finance and investment decisions.◦ Develop and implement investment and finance strategies to support the strategic goals of corporate entities.◦ Ensure that capital raising activities are executed in compliance with related laws and regulations.◦ Apply risk management methods to define the risks associated with investment and finance decisions.◦ Propose appropriate actions to mitigate risks associated with investment and finance decisions.	<ul style="list-style-type: none">◦ Assess the feasibility of investment and finance strategies in achieving desired future value of business entities.◦ Formulate strategy for capital raising activities in compliance with related laws and regulations.◦ Oversee and manage capital raising efforts and present same to appropriate suppliers of capital.◦ Implement risk mitigation actions for investment and finance actions and activities.◦ Implement remedial action to mitigate risks arising in investments and where finance or capital is raised.

xiii. Sales and Marketing

The ability to provide solutions that meet market needs and requirements for financial market products and services by establishing client needs and requirements, analysing market trends and demands and developing a systematic strategy to match client needs and requirements and product and service offerings while adhering to regulations.

<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
<ul style="list-style-type: none">◦ Understand the organisational marketing strategy.◦ Gather customer and market information.◦ Understand products and services available in the financial markets.	<ul style="list-style-type: none">◦ Conduct market analysis and recommend specific products and/or services.◦ Identify customer requirements and preferences in relation to financial market products or services.◦ Explain products and services available in the financial markets and present product/service information that meets the customer's requirements and complies with regulations.◦ Apply appropriate authorised techniques to gain customers' acceptance for proposed products or services.	<ul style="list-style-type: none">◦ Analyse market trends to inform sales and marketing strategy.◦ Develop sales and marketing strategy that adheres to regulation and oversee the implementation of the strategy.◦ Review organisation's capacity to serve customers' demands and requirements in a manner that adheres to regulations.◦ Propose improvements to the organisation's sales and marketing practises and the mitigation of regulatory risk.

xiv. Derivatives Matching and Settlement

The ability to fulfil the contractual obligations arising from a derivative securities trade in a timely and accurate manner and in adherence to Derivative securities matching, clearing and settlement rules, regulations and procedures for listed derivatives and the relevant contractual obligations for unlisted securities

<i>Technical</i>	<i>Oversight</i>	<i>Strategic</i>
<ul style="list-style-type: none"> ◦ Identify the matching, clearing and settlement procedures for the relevant derivative - specific exchange for listed and contractual for unlisted. ◦ Distinguish between client types and their impact on matching and settlement. ◦ Know the currency implications of matching and settlement. ◦ Know the clearing and settlement communication protocols relevant to a transaction. ◦ Know the matching, clearing and settlement actions and procedures relevant to a specific derivative transaction. ◦ Identify the parties involved in the matching, clearing and settlement process. 	<ul style="list-style-type: none"> ◦ Process matching, clearing and settlement of transactions across the different derivative securities as well as relevant markets. For listed derivatives, specific exchange regulation, for unlisted derivatives the contractual terms - ensuring the timely matching and settlement of transactions in accordance with regulation or contractual terms. ◦ Understand the difference between derivative and client types and their impact on matching, settlement and implement necessary steps to ensure matching and settlement takes place. ◦ Plan for and strategically implement the currency aspects relevant to specific derivative transactions. ◦ Apply and verify the matching, clearing and settlement communication protocols relevant to a specific derivative transaction. ◦ Apply and verify the matching, clearing and settlement actions and procedures relevant to a specific derivative transaction and understand the implications of the failure of settlement. ◦ Develop relationships with counterparty matching, clearing and settlement personnel. 	<ul style="list-style-type: none"> ◦ Implement the matching, clearing and settlement process & procedures across different derivative and market types relevant to a specific derivative transaction - within the relevant regulatory framework ensuring the mitigation of risk. Manage and implement relevant failed trade procedures. ◦ Evaluate risks involved regarding different client and derivative types and implement necessary processes and procedures to mitigate the possibility of any failed transactions. Manage and implement relevant failed trade procedures. ◦ Manage the currency transactions to ensure that clearing and settlement takes place in accordance with foreign exchange regulations when appropriate. ◦ Manage communication with all relevant stakeholders, including clients, counterparts and regulators as appropriate. ◦ Manage matching and settlement team to ensure that all transactions are settled within the necessary timeframes and in accordance with relevant regulations and contractual terms. Implement the necessary steps to mitigate failure of settlements. ◦ Manage and oversee relationships with counterparty, matching, clearing and settlement personnel.

2. Financial Markets Business Abilities

i. **Client Service**

The ability to deliver products and services that meet client needs in a fair, professional, efficient and ethical manner.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> ◦ Apply processes and procedures in order to meet client needs and expectations. ◦ Match client needs and expectations to available products and services. ◦ Collect information in order to understand clients' circumstances and expectations. ◦ Apply the mechanisms available to handle client complaints and disputes and the regulations pertaining to these. 	<ul style="list-style-type: none"> ◦ Take ownership and ensure excellent and relevant service delivery to clients. ◦ Adapt services or solutions to continuously improve the quality of products and services and to meet client needs. ◦ Analyse client information and establish trends in client needs and expectations. ◦ Understand and manage client complaints and disputes according to regulations. 	<ul style="list-style-type: none"> ◦ Establish standards for service delivery and service excellence and ensure that they are complied with. ◦ Ensure that systems and procedures are flexible and adapted to changes in regulations, client needs and market forces and that they are applied. ◦ Evaluate trends, anticipate the long-term needs of clients and establish initiatives to address the current and changing needs of clients. ◦ Ensure that client complaints and disputes are dealt with in a timely manner and according to regulations.

ii. Securities and Market Conditions

The ability to understand and interpret the effect of economic, political and other environmental factors on the financial markets and apply these insights in the provision of professional financial market services.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify local and international economic indicators and news events and explain their likely impact on the financial markets.◦ Read and interpret market information sources such as financial press and market information vendor applications.◦ Identify the various calendar events on the relevant exchanges.◦ Distinguish between market event types and their possible effects on investments.◦ Be aware of legislative and regulatory changes affecting the market.	<ul style="list-style-type: none">◦ Provide information regarding general local and international economic indicators, news events and other information and their likely impact on the relevant market being traded.◦ Provide information regarding market conditions in terms of market depth and trend.◦ Interpret the impact of certain independent but related calendar events such as unit trust quarter end pricing, derivative close-outs and corporate events on market prices and trading volumes.◦ Apply professional judgement in terms of client instructions vis a vis market events.◦ Interpret the effects of local and international legislative and regulatory changes on the market.	<ul style="list-style-type: none">◦ Formulate strategy to capitalise on prevailing economic or other conditions.◦ Analyse and interpret information regarding market conditions in order to optimise trading strategies and the timing of actions/implementation.◦ Provide insights and scenarios about calendar events, what the market has already priced in/discounted and devise optimal strategies.◦ Advise clients in terms of the suitable strategies vis-à-vis market events.◦ Develop strategies and tailor front-office operations in terms of legislative and regulatory changes on the market.

iii. **Business Writing**

The ability to compose technical/business documents related to financial market services in compliance with industry standards and regulations. This includes submissions to clients, regulatory bodies and technical reports.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify local and international economic indicators and news events and explain their likely impact on the financial markets.◦ Read and interpret market information sources such as financial press and market information vendor applications.◦ Identify the various calendar events on the relevant exchanges.◦ Distinguish between market event types and their possible effects on investments.◦ Be aware of legislative and regulatory changes affecting the market.	<ul style="list-style-type: none">◦ Provide information regarding general local and international economic indicators, news events and other information and their likely impact on the relevant market being traded.◦ Provide information regarding market conditions in terms of market depth and trend.◦ Interpret the impact of certain independent but related calendar events such as unit trust quarter end pricing, derivative close-outs and corporate events on market prices and trading volumes.◦ Apply professional judgement in terms of client instructions vis a vis market events.◦ Interpret the effects of local and international legislative and regulatory changes on the market.	<ul style="list-style-type: none">◦ Formulate strategy to capitalise on prevailing economic or other conditions.◦ Analyse and interpret information regarding market conditions in order to optimise trading strategies and the timing of actions/implementation.◦ Provide insights and scenarios about calendar events, what the market has already priced in/discounted and devise optimal strategies.◦ Advise clients in terms of the suitable strategies vis-à-vis market events.◦ Develop strategies and tailor front-office operations in terms of legislative and regulatory changes on the market.

iv. Business Presentation

The ability to deliver formal and informal presentations, suitable for specific audiences, through a variety of media formats.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify and define different audiences, their general characteristics and needs.◦ Collect information for simple presentations with pre-defined goals.◦ Prepare presentations with the use of suitable electronic media.◦ Deliver presentations to a limited audience.	<ul style="list-style-type: none">◦ Tailor a presentation for a specific audience identified and gather information about the audience.◦ Develop clear goals for a presentation based on specific audience needs and collect/select information to suit these goals.◦ Prepare presentation materials in a variety of media formats to suit the content/information type, the goals of the presentation and the needs of the audience.◦ Apply a variety of techniques to maintain audience's focus during a presentation.	<ul style="list-style-type: none">◦ Evaluate current methods to determine specific audience needs and propose improvements.◦ Establish standards for the development and preparation of presentation materials.◦ Develop and adopt different presentation strategies and styles to cater for various types of audiences.◦ Evaluate the effectiveness of different presentation strategies and styles in view of audience types and needs and the goals and objectives of presentations.

v. Information Technology

The ability to operate appropriate technology and applications to perform work functions in the financial markets including the use of ICT platforms, systems, devices and interfaces in performing tasks related to information processing and data management.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Recognise the contribution and impact of technology on the financial markets.◦ Identify the various technologies to be deployed/applied in the financial markets industry and their benefits.◦ Develop and maintain proficiency in Technical technological applications generally used in the financial markets industry.◦ Utilise Technical technological applications in performing functions in the financial markets industry.	<ul style="list-style-type: none">◦ Select and apply appropriate ICT tools or applications to accomplish different business purposes.◦ Stay abreast of developments in existing technologies relevant to the area of work.◦ Obtain and maintain proficiency in new technologies relevant to the area of work.◦ Adapt and learn new ways to perform functions in the financial markets industry in line with technological advancements.	<ul style="list-style-type: none">◦ Evaluate the effectiveness of technology deployment in the business.◦ Formulate strategy to deploy the latest technology in business processes.◦ Recommend/develop suitable business applications for specific business purposes.◦ Adapt business structure and processes to capitalise on technological advancements.

vi. Time Management

The ability to ensure the effective and productive use of time by oneself and others in the workplace.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Evaluate personal time allocation and use.◦ Identify personal goals and priorities and, in particular, prioritise tasks so as to ensure that the most important tasks are completed timeously.◦ Identify and effectively deal with sources of interruption.◦ Focus on specific tasks and ensure completion.	<ul style="list-style-type: none">◦ Evaluate time allocation and usage in group interactions such as meetings, and whether such interactions are necessary.◦ Identify goals and objectives of meetings and allocate time to each, so as to ensure that meetings do not lead to time wastage.◦ Identify factors that cause deviations from scheduled time allocations and find solutions for the problem.◦ Guide others to focus on and complete specific tasks at hand in a systematic and prioritised manner.	<ul style="list-style-type: none">◦ Evaluate time allocation and usage at organisational level and identify areas of time leakage and wastage.◦ Propose and implement proposals for improved time utilisation in the organisation.◦ Guide others in the development of improved time management strategies.

vii. Networking and Relationship Building

The ability to establish and build connections, i.e. relationships and networks in- and outside the organisation, which facilitate the flow of information and to provide opportunities to support the achievement of organisational and client goals.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify working relationships and recognise the value and importance of establishing and building relationships in the business environment.◦ Maintain personal contacts and analyse the opportunities that such contacts may bring thereby facilitating the flow of information and development of business relationships.◦ Participate in networking and relationship building activities.◦ Identify knowledgeable individuals and seek their expertise, as well as opportunities to work with them.	<ul style="list-style-type: none">◦ Identify potential new contacts and develop means of establishing and building connections i.e. relationships with them.◦ Build new networks and working relationships with contacts, so as to facilitate new business opportunities.◦ Identify and pursue opportunities to strengthen and expand current networks and work with existing contacts.	<ul style="list-style-type: none">◦ Identify core organisational competencies and build strategic alliances to complement and strengthen competencies.◦ Promote the culture of networking and relationship building. Act as role model.◦ Create and/or facilitate forums to develop new alliances and formal networks.◦ Promote the importance of maintaining and strengthening existing relationships.

viii. Stakeholder Management

The ability to build and maintain positive relationships with internal and external stakeholders.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify internal and external stakeholders and their respective roles in and in relation to the organisation.◦ Collect information on stakeholders.◦ Recognise the different needs and expectations of stakeholders.◦ Participate in and contribute to stakeholder engagement programmes.	<ul style="list-style-type: none">◦ Analyse stakeholder profiles and determine their respective needs and concerns.◦ Develop and implement stakeholder engagement programmes and activities.◦ Evaluate the effectiveness of stakeholder engagement activities and programmes.	<ul style="list-style-type: none">◦ Evaluate the impact of organisational policies and procedures on stakeholders.◦ Balance stakeholder expectations, needs and requirements with organisational objectives.◦ Influence stakeholders using multiple communication channels.

3. Regulatory Abilities

i. **Regulatory Compliance**

The ability to apply knowledge of the regulatory framework applicable to the financial markets and to develop and implement mechanisms to ensure compliance with regulatory requirements.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> ◦ Understand the need for regulatory compliance and the implications of non-compliance. ◦ Identify the roles and responsibilities for compliance in the organisation. ◦ Comply with regulatory requirements applicable to own area of work. ◦ Report breaches and instances of non-compliance in own area of work as and when required and seek guidance to prevent compliance breaches. 	<ul style="list-style-type: none"> ◦ Ensure the correct interpretation of regulatory requirements applicable to the organisation, its policies, procedures and practices and identify compliance risks. ◦ Develop and implement internal processes and controls to ensure that the organisation meets exchange membership requirements, prudential requirements and other regulatory requirements including fit-and-proper requirements. ◦ Prepare compliance reports and report on breaches and instances of non-compliance to the relevant authorities in the specified formats and within the required timelines. ◦ Participate in the development and delivery of training programmes on regulatory issues. 	<ul style="list-style-type: none"> ◦ Develop policies and procedures and oversee the implementation thereof to ensure that the organisation complies with regulatory requirements. ◦ Provide advice and training on regulatory issues to management and staff. ◦ Handle disputes in terms of regulatory issues. ◦ Interact and deal with regulatory authorities.

ii. Anti-money Laundering

The ability to apply legislative requirements to detect and avoid money laundering and the funding of terrorism activities.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify the laws and regulations related to anti-money laundering (AML) and combatting of financing of terrorism (CFT) financing.◦ Identify processes and steps to prevent and deter money laundering and terrorism financing activities.◦ Identify and understand the different types of money laundering and terrorist financing risks that exist in the financial market industry.◦ Outline the processes to detect and report potential money laundering and terrorist financing transactions.	<ul style="list-style-type: none">◦ Apply AML and CFT requirements during the onboarding of clients.◦ Apply documented risk management compliance programme (policies and standard operating procedures).◦ Identify and report all required transactions as defined by AML and CFT laws and regulations to the FIC.◦ Comply with all reporting requirements in a timely manner in accordance with AML and CFT risk management compliance programme.	<ul style="list-style-type: none">◦ Develop and implement a risk management compliance programme which includes policies, standard operating procedures and controls consistent with AML and CFT laws and regulations.◦ Conduct independent compliance review to establish level of compliance with AML and CFT legislative requirements and the risk management compliance programme, recommend improvements and advise business accordingly.◦ Develop and implement company-wide training programme related to AML and CFT laws, regulations and practices and the risk management compliance programme in a timely manner.◦ Review the adequacy and effectiveness of the internal procedures and controls in place for complying with AML and CFT requirements.

iii. Regulatory Frameworks and Institutions

The ability to identify, interpret and adhere to the legislation, regulations and rules that govern the financial markets.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify the relevant legislation, rules and regulations through which the financial markets are regulated.◦ Identify the regulating bodies and their respective roles and responsibilities.◦ Identify the different financial market functions that are regulated.	<ul style="list-style-type: none">◦ Adhere to regulatory requirements while executing duties.◦ Interact with the regulating bodies in order to comply with the prescribed regulatory procedures.◦ Perform regulated functions as prescribed.	<ul style="list-style-type: none">◦ Establish and maintain internal policies and procedures in accordance with legislation, rules and regulations.◦ Interact with regulating bodies to improve existing regulatory framework.◦ Structure internal functions in order to comply with regulations.

iv. Regulation of Financial Market Products

The ability to identify and apply the regulatory framework(s) applicable to intermediary services in the South African financial markets.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> ◦ Define the roles and functions of financial markets intermediaries ◦ Identify the roles and responsibilities of the authorities that regulate the functions of financial markets intermediaries. ◦ Describe the functions and activities that are regulated and permitted by the relevant legislation, regulations and rules. 	<ul style="list-style-type: none"> ◦ Distinguish financial market activities that are allowed and restricted, including limitations for the allowed activities. ◦ Execute regulated activities according to the prescribed requirements. ◦ Take necessary actions to meet the requirements and obligations of a licensed/registered person. 	<ul style="list-style-type: none"> ◦ Establish, review and update internal policies and procedures to comply with the licensing and/or registration requirements. ◦ Ensure that employees and agents comply with the obligations and market conduct of licensed or registered persons. ◦ Monitor execution of regulated activities and provide advice on cases of misconduct.

v. Regulation of Financial Markets Intermediaries

The ability to identify and apply the regulatory framework(s) applicable to intermediary services in the South African financial markets.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> ◦ Define the roles and functions of financial markets intermediaries ◦ Identify the roles and responsibilities of the authorities that regulate the functions of financial markets intermediaries. ◦ Describe the functions and activities that are regulated and permitted by the relevant legislation, regulations and rules. 	<ul style="list-style-type: none"> ◦ Distinguish financial market activities that are allowed and restricted, including limitations for the allowed activities. ◦ Execute regulated activities according to the prescribed requirements ◦ Take necessary actions to meet the requirements and obligations of a licensed/registered person. 	<ul style="list-style-type: none"> ◦ Establish, review and update internal policies and procedures to comply with the licensing and/or registration requirements ◦ Ensure that employees and agents comply with the obligations and market conduct of licensed or registered persons. ◦ Monitor execution of regulated activities and provide advice on cases of misconduct.

vi. Corporate Governance

The ability to understand the principles and recommended practices of corporate governance in the conduct of business by observing the code on corporate governance.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Understand the need for good corporate governance.◦ Identify the elements of corporate governance in regulations and guidelines.	<ul style="list-style-type: none">◦ Understand the principles of good corporate governance as outlined in the corporate governance code.◦ Identify the linkage between activities in own area of work and good corporate governance as outlined in the code.◦ Perform roles and responsibilities consistent with the recommended practices of corporate governance.	<ul style="list-style-type: none">◦ Interpret the operational requirements of the corporate governance code.◦ Develop and implement business processes and procedures consistent with the principles of corporate governance.◦ Review and recommend improvements in corporate governance practices to achieve business sustainability.◦ Advocate and ensure good corporate governance through engagement and consultation with regulators and relevant internal and external stakeholders.

4. People Interaction Abilities

i. Communication

The ability to listen and receive information, interpret information correctly and to convey information clearly and unambiguously and in a professional manner through a variety of media.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> ◦ Listen attentively and objectively to others with a view to understanding their needs, ideas and the message that they seek to convey. Observe and interpret non-verbal communication. ◦ Convey information verbally and in written format in a clear and logical manner within a style suitable to the particular audience, information and situation. ◦ Identify communication media and their suitability for different audiences. 	<ul style="list-style-type: none"> ◦ Anticipate needs and reactions of others and modify communication approach and responses to address them. ◦ Simplify and communicate complex or technical information to various audiences in order to meet their information needs and ensure that they understand what is being communicated. ◦ Identify the most appropriate media for communication of specific information and tailor communication style and delivery method to suit the communication medium, audience and information content. 	<ul style="list-style-type: none"> ◦ Encourage open communication and foster a culture of free exchange of ideas. ◦ Communicate visionary/abstract ideas and concepts to lead, inspire or influence others. ◦ Formulate communication strategies and choose appropriate media, formats and communication channels to communicate with various audiences. ◦ Ensure that all communication within the organisation is professional, appropriate and unambiguous.

ii. Influencing

The ability to effect behavioural changes that impact people, relationships, processes and products in a manner that is beneficial to both the organisation and the client.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Listen and be sensitive to the views and values of others.◦ Propose own ideas linked to the needs and objectives of others and the organisation.◦ Anticipate the reactions of others and adapt own approach accordingly.◦ Remain calm and professional in difficult circumstances and convey understanding of other people's viewpoints, feelings and circumstances.	<ul style="list-style-type: none">◦ Effect behavioural changes through a combination of logic, personal conviction and passion.◦ Use networks and key relationships effect behavioural changes that impact others.◦ Lobby and build support for ideas and plans. Solicit support from others and obtain buy-in and ownership.◦ Convey difficult messages in a way that minimises misunderstanding and promotes acceptance.	<ul style="list-style-type: none">◦ Work effectively across a range of differing organisations.◦ Anticipate and manage objections and challenges pro-actively. Negotiate effectively at senior levels.◦ Convince people through communication.◦ Resolve complex and/or sensitive issues and build consensus among parties.

iii. **Negotiation**

The ability to settle differences and to reach compromise or agreement while avoiding argument and dispute.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify key stakeholders in a specific situation and their individual needs and objectives.◦ Recognise the different negotiation styles of parties to a negotiation and adapt negotiation style accordingly.◦ Provide information for a negotiation process.◦ Establish relationships with counterparts and resolve routine issues.◦ Develop a manner of thinking which is geared towards solving problems in an amicable manner.	<ul style="list-style-type: none">◦ Understand stakeholders' positions and bargaining power, and how same may be leveraged in reaching an amicable resolution of any conflict or disagreement.◦ Gain buy-in and trust from internal stakeholders prior to and during negotiations. Manage internal expectations throughout the negotiation process.◦ Research and use data in the negotiation process. Outline available options clearly to stakeholders.◦ Review the immediate results, broad implications and anticipate any unintended consequences of a negotiated settlement.◦ Create an environment which facilitates an amicable negotiation process.	<ul style="list-style-type: none">◦ Negotiate in complex and/or sensitive situations with internal and external stakeholders by demonstrating excellent timing, confidence, insight and sensitivity.◦ Gain trust and respect of all parties to a negotiation. Adjust personal positions and style quickly in reaction to changes in the situation, as well as the attitude of other stakeholders.◦ Challenge information to detect discrepancies in reasoning. Lead fact-based decision making and close negotiations with clear outcomes.◦ Take accountability for final decision outcomes. Share strategic insights with others.◦ Ensure that negotiations are amicable and aimed at reaching a resolution which is satisfactory to as many stakeholders as possible.

iv. **Coaching and Mentoring**

The ability to help others to unlock their natural ability and to perform, learn and achieve in the workplace.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Enter into a coaching/mentoring agreement/relationship and provide guidance in the development of a training and development plan.◦ Share knowledge and experience in a positive and constructive manner.◦ Evaluate progress and provide regular, constructive and timely feedback.◦ Evaluate progress and provide regular, constructive and timely feedback.	<ul style="list-style-type: none">◦ Ensure that development plans are implemented.◦ Use relevant training courses, resources and programs to develop others.◦ Balance the needs of individuals and clients with the needs of the organisation.◦ Balance the career needs of individuals and the needs of the organisation.	<ul style="list-style-type: none">◦ Empower and provide adequate exposure to all team members.◦ Arrange and provide growth opportunities and new challenges for all team members.◦ Identify talent and ensure the growth of the talent pool of the organisation.◦ Identify talent and ensure the growth of the talent pool of the organisation.

5. Leadership Abilities

i. Analytical Thinking

The ability to collect and analyse information, and to use that information to solve problems and make decisions.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> Identify a problem, topic or issue. Gather information and ask probing questions in order to understand the problem, topic or issue. Identify possible scenarios for a given situation. 	<ul style="list-style-type: none"> Break down the problem/topic/issue into smaller parts and analyse each part in detail. Decide on and utilise a systematic approach to collect data and find additional information. Analyse data in a systematic and logical manner and clearly articulate findings and conclusions. Create and analyse possible scenarios and recommend options. 	<ul style="list-style-type: none"> Identify interdependencies and implications of various elements or factors in a situation and evaluate key actions and underlying issues. Validate information and make appropriate adjustments to rectify discrepancies in findings. Critically review conclusions derived from analysis and findings. Determine appropriate option, articulate the rationale for the option and evaluate the possible impact of the option on the situation.

ii. Adaptability

The ability to respond and adapt responsibly to changing business needs, conditions and work obligations in a manner that is beneficial to the business and the client.

Technical	Oversight	Strategic
<ul style="list-style-type: none"> Acknowledge changes that happen in the work environment and seek new information, skills and approaches in order to adapt to these changes. Reflect on the current environment and the effect that change will have on the current situation. Anticipate future needs or changes in the work environment. 	<ul style="list-style-type: none"> Apply new knowledge and skills and approaches in order to deal with change. Adapt current practices in view of future organisation goals or expected changes. Find alternatives to move forward amidst continuous change and ambiguity. 	<ul style="list-style-type: none"> Formulate strategy to incorporate new practices into existing frameworks. Review work plans, priorities and actions to deal with change and unpredictable situations. Coach, guide and encourage others to find solutions and achieve goals in the face of changing circumstances.

iii. Creativity and Innovation

The ability to re-evaluate conventional approaches and explore innovative ideas, approaches and solutions to ways of working, that better achieve goals and enhance operations, to the benefit of clients and the organisation.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Recognise opportunities for improvement.◦ Make use of successful conventional ideas and approaches to generate solutions or ideas that improve current situations.◦ Seek feedback to refine ideas for improving current situations.	<ul style="list-style-type: none">◦ Expand on ideas of others and adapt successful approaches used.◦ Develop new ideas and approaches to current situations.◦ Evaluate suitability of new ideas and approaches to organisational context.	<ul style="list-style-type: none">◦ Facilitate and coach others to generate new ideas and approaches.◦ Facilitate the implementation of new ideas and approaches into current situations.◦ Review innovations, new ideas and approaches for future applications in the organisation.

iv. Ethics and Integrity

The ability to act with integrity, honesty, fairness and professionalism, to manage sensitive information confidentially, to avoid conflicts of interest and to conduct business objectively and transparently.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Understand the principles of ethics and integrity and the codes of conduct relevant to the industry and apply them to own area of work.◦ Identify confidential and sensitive information and apply the procedures relevant to the handling of such information.◦ Recognise, understand and apply the importance of fairness and transparency in the dealing with clients and all other participants in the financial markets.◦ Identify potential or real conflicts of interest and the consequences of such conflicts, ensuring reporting of conflicts to direct superior.◦ Identify unethical behaviour and the potential consequences of such behaviour, ensuring reporting of such behaviour to direct superior.	<ul style="list-style-type: none">◦ Apply principles of ethics and integrity and codes of conduct and conduct oneself consistently in a professional manner.◦ Handle confidential and sensitive information according to the correct procedures.◦ Deal in a fair and transparent manner with clients and all other financial markets participants in all situations and circumstances and ensure compliance by subordinates.◦ Avoid conflicts of interest and report situations of conflict of interest to the relevant authorities.◦ Act in an ethical and professional manner in all situations and ensure that subordinates comply.	<ul style="list-style-type: none">◦ Ensure that internal policies, procedures and practices comply with principles of ethics and integrity and industry codes of conduct and foster a culture of high ethical standards and professionalism.◦ Establish procedures and review and recommend measures to protect the confidentiality of information.◦ Incorporate principles of fairness and transparency in business practices and develop an organisational culture of fairness and transparency.◦ Establish and implement policies and procedures to mitigate and deal with potential conflict of interest.◦ Encourage prompt reporting of unethical practices, develop whistle blowing policies and mechanisms and ensure prompt action against unethical behaviour.

v. Strategic Thinking

The ability to see things in a broader context and as a whole, to identify key issues and draw elements together, thereby conceptualising and formulating strategies that create opportunities and maximise gains.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify organisational strategies and operational goals.◦ Relate organisational goals to own work area and align own goals and objectives to organisational strategies and goals.◦ Act in accordance with organisational goals.◦ Identify strategic issues and trends impacting the business.	<ul style="list-style-type: none">◦ Analyse factors influencing future direction of the business.◦ Forecast future trends, opportunities and risks affecting the business environment.◦ Develop operational plans to support the organisational strategy.◦ Continuously evaluate organisational operations to ensure alignment with strategy.	<ul style="list-style-type: none">◦ Establish the desired future state for the business entity and develop strategic priorities for the entity.◦ Communicate strategic priorities and provide direction.◦ Analyse future scenarios and their possible impact on the business and develop alternative strategies, mitigating actions and contingency plans.◦ Critically evaluate and review strategy.

vi. Decision Making

The ability to identify and evaluate different alternatives and to choose the most desirable alternative or course of action.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Make routine decisions within scope of authority and based on clear and adequate information.◦ Consult and consider input from others and assess opportunities, risks and possible consequences.◦ Draw on past experience to consider alternatives and select the best option.◦ Seek guidance from superiors when necessary.	<ul style="list-style-type: none">◦ Make complex decisions within scope of authority.◦ Identify and seek information needed to make complex decisions.◦ Consider business objectives and priorities, possible scenarios, risks and consequences when considering alternatives and selecting the best option.◦ Consult and seek expert opinion when necessary.	<ul style="list-style-type: none">◦ Make high-risk strategic decisions that have significant consequences especially in a volatile environment or in times of uncertainty.◦ Consider complex sets of information and weigh the possibly conflicting interests of various parties in decision making.◦ Choose the best options in situations of ambiguity and uncertainty with due consideration of the risks and possible consequences.◦ Take responsibility for own decisions and guide others in decision making processes.

vii. Problem Solving

The ability to recognise situations that prevent the achievement of goal(s) / outcome(s) i.e. the problem, analyse and define the reasons for the problem and decide on an appropriate course of action by evaluating alternative solutions and selecting the best option/s, which will result in the attainment of the goal(s) / outcome(s).

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Recognise and identify problems in own sphere of work.◦ Break problems into smaller components and find possible causes.◦ Identify and seek information needed to solve the problem.◦ Consider alternative solutions and select the best solution.	<ul style="list-style-type: none">◦ Identify complex problems and define their nature and scope.◦ Analyse complex problems by breaking them down into smaller parts and by evaluating possible causes and contributing factors.◦ Develop and evaluate alternative solutions with due consideration of the cost and other implications. Implement the solution, where possible.◦ Select and implement the best solutions timely and cost effectively.	<ul style="list-style-type: none">◦ Anticipate problems that may occur in future and propose preventative action.◦ Identify and analyse trends and patterns in problem occurrences and related risks.◦ Facilitate the implementation of solutions. Reconcile conflicts between short-term solutions and long-term objectives.◦ Develop long-term solutions and contingency plans and ensure their implementation.

viii. Organisational Management

The ability to lead and manage a financial markets services organisation according to the legislative and regulatory frameworks under which it operates including the assignment of responsibilities and accountability.

Technical	Oversight	Strategic
<ul style="list-style-type: none">◦ Identify the key functions required to be performed by the organisation.◦ Understand the organisational structure, distribution of responsibilities, workflow and accountability.◦ Understand the roles, responsibilities and level of accountability of key individuals as it applies to the organisation and the specific financial services it provides.◦ Understand the reporting requirements and channels for confirmation of organisational responsibilities and failures.	<ul style="list-style-type: none">◦ Develop organisational policies and procedures to manage and provide oversight over own area of work.◦ Manage and provide oversight over designated function or area of work and in terms of own level of accountability.◦ Perform the roles and responsibilities assigned to a key individual position as it applies to the organisation and the specific financial services it provides.◦ Manage and provide oversight over reporting requirements and channels and ensure reporting to accountable leadership.	<ul style="list-style-type: none">◦ Oversee and coordinate the development of policies and procedures for efficient and effective management of the organisation.◦ Ensure that the organisational structure, distribution of responsibilities and workflow meet the needs and strategic objectives of the organisation.◦ Manage, coordinate and oversee the work of senior staff members in the organisation and ensure that the organisation is adequately resourced for the specific financial services that the organisation provides.◦ Accept responsibility and accountability for all organisational obligations and requirements.