

Senior Investment/Commercial Banking Professional.

Level 7 Apprenticeship

As part of the programme, you will be expected to meet the Knowledge, Skills and Behaviours outcomes detailed below.

Your line manager will need to demonstrate how you will meet these outcomes during your programme, by completing a form during the application process.

Knowledge	Learning Outcomes
Strategic Insight	<ul style="list-style-type: none"> • Excellent Knowledge of key business objectives and measurements of success • Understand the different organisations and the environments they operate in, and the broader market perspective • Understand the impact of business decisions on relevant and affected communities. • Understand the implications of relevant risks and risks management in the context of making business decisions
Industry and organisation understanding	<ul style="list-style-type: none"> • Excellent understanding of the Financial Services industry and in particular the role your part of the sector and organisation plays • Excellent understanding of the purpose of the function in which you work; how your function relates to the wider business. Clearly understanding the purpose of the different areas of the organisation you need to work with in your role, and how you support them • Deep understanding of the impact the external environment has on Financial Services as appropriate to your role, together with relevant best practice • Excellent understanding of the organisation's 'values' and professional standards and how these are evidenced through your role • Excellent understanding of issues for the industry and impact on organisational strategy, including awareness of new and arising industry developments
Financial Services legal/regulatory/compliance framework	<ul style="list-style-type: none"> • Advanced understanding of the relevant Financial Services legal and regulatory framework and ethics, and the purpose behind them • In-depth understanding of the risk and governance frameworks of your organisation and industry, and how these manifest themselves in the role, plus minimising strategies • Deep understanding of relevant rules and principles for your own role and team • Can clearly articulate the implications of noncompliance for your organisation and your own responsibility within this. Demonstrates that you keep up to date with changes

Knowledge	Learning Outcomes
Products and services	<ul style="list-style-type: none"> • In-depth understanding of the purpose, technical content and features and benefits of the financial service products and services that you support and deliver to clients and customers. Demonstrate knowledge as to how they relate to your responsibilities e.g. inherent risks that need to be managed. • Demonstrate understanding of competitor and wider market products and services
Client / Customer Segments	<ul style="list-style-type: none"> • In-depth understanding of the client and customer segments that the organisation delivers to and the channels that they use • Understand the approach to delivering fair client and customer outcomes across the business in a financial services setting, including best practice • Excellent understanding of your client's and customer's relevant financial service requirements relevant to your role (internal and external as appropriate)
Systems and processes	<ul style="list-style-type: none"> • Excellent understanding of the organisation's technical policies and procedures • Full understanding of the systems, tools and processes used in the role, together with the standards to be met • Proficient in the relevant IT skills, this may include the generic (e.g. Excel), and organisation and Financial Service specific software and systems, as required to deliver the role outcomes • Demonstrate deep understanding of how these support and fit within the corresponding markets and counterparty organisations

Skills	Learning Outcomes
Strategy and Planning	<ul style="list-style-type: none"> • Lead the development of strategic and operational plans for your area, effectively planning service delivery for your team/s as appropriate. Contribute to the development and delivery of business KPIs, and team performance measures in line with company policy, values, standards and regulatory requirements • Manage and report on progress of specific elements of this in your area of responsibility. • Analyse future financial and other relevant market changes, and the individual's, organisation's and client's/customer's future financial service needs and requirements, articulating the opportunities this may present • Identify opportunities that can add value for the individual/organisation/client. • Proactively plan and organise your work and time, clearly identifying priorities, to meet commitments/ KPIs/deadlines, including regulator deadlines
Client/ Customer Relationships	<ul style="list-style-type: none"> • Develop and grow ethically sound and trusted relationships with clients/customers to form the basis of a long-term partnership • Work at strategic level with clients/customers to identify their on-going business and relevant financial service requirements • Provide flexible and innovative solutions, integrating products and excellent service, which help them meet their needs and best interests, now and in the future • Make introductions to colleagues/other departments to provide these solutions and add value, when relevant
Change management and continuous improvement	<ul style="list-style-type: none"> • Take ownership of strategic business changes from development through to implementation • Able to communicate the vision for change and then make it happen – this may include projects wider than your role, and where appropriate creating that vision • Identify and implements opportunities to drive higher performance and improve service delivered
Problem solving and decision making	<ul style="list-style-type: none"> • Gather the appropriate facts and evidence in order to make decisions effectively using structured approach Evaluates complex information quickly and draws accurate conclusions • Assess a problem from multiple angles to ensure all relevant issues are considered, and are focussed on business strategy • Plan for and respond appropriately to unexpected events • Proactively manage and take action to avoid corporate and operational risk, within relevant economic/market conditions, and sector relevant legal/regulatory requirements
Communicating, Influencing and Networking	<ul style="list-style-type: none"> • High level of interpersonal skills, including communication and negotiation, through a range of media, using appropriate language, working with clients/customers up to CEO level, and where appropriate, up to CEO/ Board level in own organisation • Communicate complex ideas and concepts clearly • Engage proactively with clients/colleagues, including senior management • Networking at senior levels in own organisation, clients/customers and the wider market to deliver business outcomes. Challenge and influence at senior level to ensure the desired course of action to deliver business requirements • Understand the formal and informal networks within, and external to an organisation, and knows how to effectively utilise those
Teamwork and collaboration	<ul style="list-style-type: none"> • Demonstrate effective leadership, acting as a role model and providing leadership, guidance and challenge where necessary to your business area • Build/maintain strong positive working relationships with clients/colleagues/suppliers as appropriate • Consistently supports colleagues and collaborates to achieve results. • Bring the right people and functions together, both internally and externally, to collaborate and deliver for the client/customer • Provide clarity and direction to the team on your role, how your team fits within the business, and how the team's decisions impact on others
Developing self and others	<ul style="list-style-type: none"> • Keep up to date with sector relevant legal/regulatory changes and alert others to the implications • Build your capability by being responsible for your own professional development, seeking out opportunities that enhance your knowledge, skills and experience. Seek feedback and acts on it to improve your performance. • Take responsibility for development of others as appropriate, working with juniors to build your expertise and understanding of your responsibilities e.g. through coaching, training, other opportunities. • Actively share best practice and acts as role model.

Behaviours	Learning Outcomes
Honesty and Integrity	<ul style="list-style-type: none"> • Truthful, sincere and trustworthy in your actions • Use empathetic approach and act in the best interests of the customer/client • Show integrity by doing the right thing, demonstrating the organisation's values • Maintain appropriate confidentiality at all times • Visible role model, leading by example and coaching others where appropriate • Identify ethical dilemmas, understand the implications and acts appropriately
Adaptability and resilience	<ul style="list-style-type: none"> • Respond positively to change and positively adapt to changing work priorities and patterns. Be flexible to the needs of the organisation • Demonstrate willingness to adapt approach to assist organisation and individuals to manage priorities as circumstances change, when new tasks need to be done, or business requirements change
Professionalism	<ul style="list-style-type: none"> • Display energy, enthusiasm and a results based approach in the way you go about your role. Dealing positively and with determination when setbacks occur or when managing difficult situations • Stay positive under pressure, taking others with them
Innovation and creativity	<ul style="list-style-type: none"> • Demonstrate an attitude that includes a curious and questioning mind. Actively seek out new ways of working • Be creative, innovative and enterprising when seeking solutions to business needs, whilst understanding relevant boundaries e.g. regulatory
Attention to detail	<ul style="list-style-type: none"> • Handle tasks with thoroughness and accuracy • Take ownership for the quality of your own work and that of the wider team, recognises and resolves errors