

Banking Education Forum

BANKING INDUSTRY QUALIFICATION MATRIX

The following matrix updates that circulated to AGB members in November 2003, and adopted by the AGB with effect from 1 December 2004, as the current formal training matrix for the banking industry in Guernsey. The matrix is intended to be used for guidance only.

The matrix refers to relevant levels of experience considered optimal to allow an employee to be in a position to have the necessary degree of competence for the role in question. Levels of experience are indicated either in conjunction with an appropriate qualification, or on a "stand-alone" basis (with no specific qualification also held). The experience levels shown in the matrix are again meant only as a guide, and it is acknowledged that different employers will have different views on the appropriate length of experience necessary at each level.

Only UK qualifications have been included in the matrix, but it is expected that employers will recognise internationally gained qualifications as appropriate.

One purpose of the matrix is to assist employers and employees to chart a path through the wide range of professional qualifications available.

Update training and one-off courses in anti-money laundering, data protection awareness, IT, and soft skills are not included in this matrix, but should be a key part of an individual's training requirements. Continuing professional development (CPD) requirements are also not covered by the matrix, but in many cases, CPD is required to maintain professional body membership.

This matrix has been designed and developed by the AGB in consultation with members. It will continue to be reviewed periodically and amendments circulated to the members of the AGB from time-to-time for information and guidance.

K A Gibbs
Association of Guernsey Banks Education Sub-Committee
On behalf of the Committee of the Association of Guernsey Banks
July 2009

	New Entrant/ Administrator 1 Administrator 2*	Administrator 3)* Supervisor 1)* Supervisor 2**	Experienced Staff / Junior Managers	Middle Managers	Senior Managers/ Board level
Private Banking	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge • CeFS • Diploma in Financial Studies <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • CSP+4yrs • CeFS+4yrs • IDFA+3yrs • IAQ+4yrs • DipFS+3yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • CSP+7yrs • IDFA+7yrs • IAQ+7yrs • DFSM+5yrs • DipFS+7yrs • CeFA+7yrs • BSc+5yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> • IDFA + 6 years • DFSM+10yrs • DipFS+12yrs • BSc+8yrs • MBA+10yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> • DFSM+12yrs • BSc+10yrs • MBA+12yrs • IOD Company Direction Programme <p>OR</p> <p>min 20 yrs experience</p>
Retail Banking Services / Counter Services	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • CSP+4yrs • CeFS+4yrs • IDFA+2yrs • IAQ+4yrs • CSP+2 yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • CSP+7yrs • IDFA+7yrs • IAQ+7yrs • DFSM+5yrs • DipFS+7yrs • CeFA+7yrs • BSc+5yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> • IDFA + 10 years • DFSM+10yrs • DipFS+12yrs • BSc+8yrs • MBA+10yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> • DFSM+12yrs • BSc+10yrs • MBA+12yrs • IOD Company Direction Programme <p>OR</p> <p>min 20 yrs experience</p>

	New Entrant/ Administrator 1 Administrator 2*	Administrator 3)* Supervisor 1)*) Supervisor 2**	Experienced Staff / Junior Managers	Middle Managers	Senior Managers/ Board level
Banking Operations	<ul style="list-style-type: none"> General & business induction Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> CSP+4yrs CeFS+4yrs IDFA+4yrs IAQ+4yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> CSP+7yrs IDFA+7yrs IAQ+7yrs DFSM+5yrs DipFS+7yrs BSc+5yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> DFSM+10yrs DipFS+12yrs BSc+8yrs MBA+10yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> DFSM+12yrs BSc+10yrs MBA+12yrs IOD Company Direction Programme <p>OR</p> <p>min 20 yrs experience</p>
Administered Banks	<ul style="list-style-type: none"> General & business induction Compliance knowledge <p>OR</p> <p>0-1 yrs experience min 2 yrs experience*</p>	<ul style="list-style-type: none"> CSP+3yrs CeFS+3yrs CSP+2yrs <p>OR</p> <p>min 3 yrs experience* min 4 yrs experience**</p>	<ul style="list-style-type: none"> CSP+4yrs IDFA + 4 yrs CeFS+4yrs DFSM+3yrs DipFS+4yrs CSP+4yrs <p>OR</p> <p>min 8 yrs experience</p>	<ul style="list-style-type: none"> DFSM+8yrs DipFS+10yrs BSc+6yrs MBA+8yrs <p>OR</p> <p>min 12 yrs experience</p>	<ul style="list-style-type: none"> DFSM+10yrs BSc+8yrs MBA+10yrs IOD Company Direction Programme <p>OR</p> <p>min 15 yrs experience</p>
Business Development/ Marketing	<ul style="list-style-type: none"> General & business induction Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> CertIM+3yrs CMP+3yrs IDFA+3yrs CSP+3yrs CeFS+4yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> CertIM+7yrs CIM Dip+5yrs IDFA+5yrs CSP+5yrs DFSM+3yrs DipFS+5yrs BSc FS+2yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> CIM Dip+10yrs Dip IM+8yrs Dip IO + 8 yrs DFSM+12yrs MBA+10yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> CIM Dip+12yrs Dip IM+10yrs DFSM+15yrs MBA+12yrs <p>OR</p> <p>min 20 yrs experience</p>

	New Entrant/ Administrator 1 Administrator 2*	Administrator 3)* Supervisor 1)* Supervisor 2**	Experienced Staff / Junior Managers	Middle Managers	Senior Managers/ Board level
Lending Services/ Credit Risk	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • CeMAP+3yrs • CeFS+4yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • CeMAP+7yrs • CFSP+7yrs • DFSM+5yrs • DipFS+7yrs • DML+5yrs • BSc+5yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> • DFSM+10yrs • BSc FS+8yrs • MBA+8yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> • DFSM+12yrs • BSc FS+10yrs • MBA+10yrs <p>OR</p> <p>min 20 yrs experience</p>
Custody Services/ Custodian Trustee	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • IDFA +4yrs • IAQ+4yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • IDFA+ 7yrs • IAQ+7yrs • SII Diploma+5yrs • BSc+5yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> • IDFA+12yrs • IAQ+12yrs • BSc+10yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> • IDFA+15yrs • IAQ+15yrs • BSc+12yrs • MBA+12yrs <p>OR</p> <p>min 20 yrs experience</p>
Investment Administration/ Securities Dealing	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge <p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • IDFA+4yrs • IAQ+4yrs • CeFS+4yrs • COFA+4yrs <p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • IAQ+7yrs • SII Diploma+5yrs • IDFA+7yrs • COFA+7yrs <p>OR</p> <p>min 10 yrs experience</p>	<ul style="list-style-type: none"> • IAQ+10yrs • IAC+10yrs • IDFA + years • DOFA + 10 yrs • SII Diploma+8yrs <p>OR</p> <p>min 15 yrs experience</p>	<ul style="list-style-type: none"> • IAQ+12yrs • IAC+12yrs • IDFA + 12 yrs • DOFA + 12 yrs • SII Diploma+10yrs • MBA+10yrs <p>OR</p> <p>min 20 yrs experience</p>

	New Entrant/ Administrator 1 Administrator 2*	Administrator 3)* Supervisor 1)* Supervisor 2**	Experienced Staff / Junior Managers	Middle Managers	Senior Managers/ Board level
Investment Management	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge <p>OR 0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • IAQ+3yrs • CSP+4yrs • CeFS+4yrs • IDFA+4yrs • COFA+4yrs <p>OR min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • IAQ+7yrs • Cert IM+5yrs • IMC+5yrs • IDFA+7yrs • COFA+7yrs • DOFA + 4 yrs <p>OR min 10 yrs experience</p>	<ul style="list-style-type: none"> • IAQ+10yrs • Cert IM+8yrs • IMC+8yrs • SII Diploma+8yrs <p>OR min 15 yrs experience</p>	<ul style="list-style-type: none"> • IAQ+12yrs • IDFA + 12 years • DOFA + 12 yrs • SII Diploma+10yrs • MBA+8yrs <p>OR min 20 yrs experience</p>
Compliance	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge • ICAML <p>OR 0-2 yrs experience min 3 yrs experience*</p>	<ul style="list-style-type: none"> • ICAML+3yrs • CSP+4yrs • Certificate in Financial Studies+4yrs • IDFA+4yrs • COFA+4yrs • DOFA+2yrs <p>OR min 4 yrs experience* min 5 yrs experience**</p>	<ul style="list-style-type: none"> • ICAML+7yrs • IDIC+7yrs • IDAML+7yrs • CFSP+7yrs • IDFA+7yrs • COFA+7yrs • DOFA+5yrs <p>OR min 10 yrs experience</p>	<ul style="list-style-type: none"> • ICAML+10yrs • IDIC+10yrs • IDAML+10yrs • ICSA Professional+8yrs <p>OR min 15 yrs experience</p>	<ul style="list-style-type: none"> • ICAML+12yrs • IDIC+12yrs • IDAML+10yrs • MBA+8yrs • ICSA Professional+8yrs • ICSA Fellowship <p>OR min 20 yrs experience</p>

Treasury / Dealers	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge 	<ul style="list-style-type: none"> • ACI DC+3yrs • CSP+4yrs • CeFS+4yrs • IDFA+4yrs • COFA+4yrs 	<ul style="list-style-type: none"> • ACI DC+7yrs • ACI Diploma+5yrs • CSP+7yrs • IDFA+7yrs • COFA+7yrs • DOFA + 5 years 	<ul style="list-style-type: none"> • ACI DC+10yrs • ACI Diploma+8yrs • DFSM+8yrs • DOFA + 8 years • BSc FS+6yrs 	<ul style="list-style-type: none"> • ACI DC+12yrs • ACI Diploma+10yrs • DFSM+12yrs • BSc FS+10yrs
	<p>OR</p> <p>0-2 yrs experience min 3 yrs experience*</p>	<p>OR</p> <p>min 4 yrs experience* min 5 yrs experience**</p>	<p>OR</p> <p>min 10 yrs experience</p>	<p>OR</p> <p>min 15 yrs experience</p>	<p>OR</p> <p>min 20 yrs experience</p>

The following training is applicable to all disciplines of staff at all levels, and should be updated annually:-

Anti-money laundering IT training
Continuous Professional Development Generic supervisory / management qualifications

Abbrev	Course	Association	website	Local Providers
ACI DC	ACI Dealing Certificate	ACI	www.aciforex.com	Guernsey Business School
ACI Diploma	ACI Diploma	ACI	www.aciforex.com	Guernsey Business School
BSc FS	Bachelor of Science in Financial Services	IFS	www.ifslearning.com	
CeFA	Certificate for Financial Advisers	IFS	www.ifslearning.com	Guernsey Business School
CeFS	Certificate in Financial Studies	IFS	www.ifslearning.com	Guernsey Business School
CertIM	Certificate in Investment Management	SII	www.sii.org.uk	BPP
CMP	Certificate in Mortgage Practice	IFS	www.ifslearning.com	Guernsey Business School
COFA	Certificate in Offshore Finance and Administration	ICSA	www.icsa.org.uk	Guernsey Business School, BPP
-	Company Direction Programme	IOD	www.iod.com	GTA University Centre
CSP	Customer Service Professional	IFS	www.ifslearning.com	Guernsey Business School
Professional or DFSM	Professional Diploma in Financial Services Management	IFS	www.ifslearning.com	Guernsey Business School
DipFS	Diploma in Financial Studies	IFS	www.ifslearning.com	Guernsey Business School
Dip IO	Diploma in Investment Operations	SII	www.sii.org.uk	
-	ICSA Professional Programme	ICSA	www.icsa.org	Guernsey Business School BPP

	ICSA Fellowship	ICSA	www.icsa.org	
ICAML	International Certificate in Anti-Money Laundering	ICA	www.int-comp.org	GTA University Centre
IDAML	International Diploma in Anti-Money Laundering	ICA	www.int-comp.org	GTA University Centre
IDIC	International Diploma in Compliance	ICA	www.int-comp.org	GTA University Centre
IDFA	International Diploma in Financial Administration (previously CIFA)	IAM	www.instam.org	Guernsey Business School
IFA	Investment and Financial Advice Qualification	SII	www.sii.org.uk	BPP
IAQ	Investment Administration Qualification	SII	www.sii.org.uk	Guernsey Business School, BPP
IMC	Investment Management Certificate	CFA UK	www.cfauk.org	Jersey Business School
MBA	Masters in Business Administration	Southampton Uni	www.soton.ac.uk	GTA University Centre
CIM Dip	Professional Diploma in Marketing	CIM	www.cim.co.uk	GTA University Centre
SII Diploma	Securities and Investment Institute Diploma	SII	www.sii.org.uk	GTA University Centre, BPP
SII Masters	SII Masters in Wealth Management	SII	www.sii.org.uk	GTA University Centre, BPP

BANKING TRAINING MATRIX - ASSOCIATED QUALIFICATIONS

The following has been compiled as a training matrix of associated qualifications – it is intended to be used for guidance only and is to enable employees to consider the wide range of general and business management qualifications available.

This matrix has been designed and developed by the AGB in consultation with members.

K A Gibbs
 Association of Guernsey Banks Education Sub-Committee
 On behalf of the Committee of the Association of Guernsey Banks
 July 2009

	New Entrant	Administrators	Experienced Staff / Junior Managers	Middle Managers	Senior Managers/ Board level
Team Leading / Management	<ul style="list-style-type: none"> • General & business induction 	<ul style="list-style-type: none"> • ILM Introductory Certificate in Team Leading 	<ul style="list-style-type: none"> • ILM Introductory Certificate in First Line Management • Personal Development Programme • Diploma in Management 	<ul style="list-style-type: none"> • Diploma in Management • Management Development Programme 	<ul style="list-style-type: none"> • Executive Diploma in Management • LBS Leadership Programme • IOD Company Direction Programme
Sales & Marketing	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge • ICSA Certificate 	<ul style="list-style-type: none"> • ICSA Diploma • CIM Professional Certificate 	<ul style="list-style-type: none"> • ICSA Pre Professional • CIM Professional Diploma 	<ul style="list-style-type: none"> • ICSA Professional • CIM PG Diploma 	<ul style="list-style-type: none"> • ICSA Professional+8yrs • CIM PG Diploma+10 yrs
Human Resources	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge 	<ul style="list-style-type: none"> • Certificate in Personnel Practice • ILM Introductory Certificate in Team Leading 	<ul style="list-style-type: none"> • ILM Introductory Certificate in Team Leading • Diploma in Management • Personal Development Programme 	<ul style="list-style-type: none"> • ILM Introductory Certificate in First Line Management (or equiv) 	<ul style="list-style-type: none"> • PG Diploma in Personnel Development • Chartered Management Institute (level 5) • MCIPD / FCIPD

	New Entrant	Administrators	Experienced Staff / Junior Managers	Middle Managers	Senior Managers / Board level
Finance Directors	<ul style="list-style-type: none"> • General & business induction • Compliance knowledge • CAT • AAT Foundation • ACCA Foundation 	<ul style="list-style-type: none"> • CAT • AAT Intermediate • ACCA Foundation • ILM Introductory Certificate in Team Leading 	<ul style="list-style-type: none"> • CAT+3yrs • AAT Technician • ACCA Foundation / Intermediate • ILM Introductory Certificate in Team Leading • Personal Development Programme 	<ul style="list-style-type: none"> • ILM Introductory Certificate in First Line Management (or equiv) • ACCA 	<ul style="list-style-type: none"> • CAT+7yrs • ACCA Affiliate/FCCA • Chartered Management Institute (level 5) • MBA

GLOSSARY

AAT	Association of Accounting Technicians
ACCA	Association of Chartered Certified Accountants
CAT	Certified Accounting Technician
CIM	Chartered Institute of Marketing
CMI	Chartered Management Institute
FCCA	Fellow Member of the ACCA
FCIPD	Fellow of the Chartered Institute of Personnel Development
FCA	Fellow of the Institute of Chartered Accountants
FSI	Fellow of the Securities Institute
ICSA	Institute of Chartered Secretaries and Administrators
IOD	Institute of Directors
ILM	Institute of Leadership and Management
LBS	London Business School
MBA	Masters in Business Administration
MCIPD	Member of the Chartered Institute of Personnel Development

Course	Association	website	Local Providers
Certificate in Offshore Finance and Administration	ICSA	www.icsa.org.uk	Guernsey Business School
Chartered Management Institute	CMI	www.managers.org.uk	GTA University Centre
Company Direction Programme	IOD	www.iod.com	GTA University Centre
Diploma in Offshore Finance and Administration	ICSA	www.icsa.org.uk	Guernsey Business School
Diploma in Management	ILM CMI	www.i-l-m.com www.managers.org.uk	GTA University Centre Guernsey Business School
ILM Introductory Certificate in First Line Management	ILM	www.i-l-m.com	GTA University Centre
ILM Introductory Certificate in Team Leading	ILM	www.i-l-m.com	GTA University Centre
Masters in Business Administration	University of Southampton	www.soton.ac.uk	GTA University Centre
Personal Development Programme	n/a		GTA University Centre
Professional Certificate in Marketing	CIM	www.cim.co.uk	GTA University Centre
Professional Diploma in Marketing	CIM	www.cim.co.uk	GTA University Centre
Professional Post Graduate Diploma in Marketing	CIM	www.cim.co.uk	GTA University Centre