

**Final Report on Pilot Project on
Vocational Qualifications Pathway
for the Banking Industry**

May 2017

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Vocational Qualifications Pathway for the Banking Industry

under the Hong Kong Qualifications Framework

1. Purpose of the Final Report

Since April 2016, the Hong Kong Institute of Bankers (HKIB) has been appointed as the Service Provider of the Pilot Project on Vocational Qualifications Pathway (VQP) for Banking Industry.

This report presents the background and methodologies adopted in the project to develop the VQP. It is also aiming to explain what VQP is, how it works and what it can do for bank employers, bank employees, HR professionals, training providers and other related parties.

2. Background of the VQP Project for the Banking Industry

The development of the VQP for the Banking Industry under Hong Kong Qualifications Framework (HKQF) is a pilot project commissioned by the Education Bureau (EDB) of the Government of the Hong Kong Special Administration Region and under the steering of the Banking Industry Training Advisory Committee (Banking ITAC).

The Banking ITAC, set up since 2006, has developed three sets of Specification of Competency Standards (SCS) for Retail Banking, Corporate / Commercial Banking and Private Banking respectively. Specific Units of Competency (UoCs) of different work tasks are also developed for the three banking sectors respectively.

SCS is a comprehensive set of competency standards specifying the performance requirements and outcome standards of different job functions at various levels required by the banking industry while a UoC is the smallest unit that signifies a discrete task to be performed within a job function.

On the basis of this background, the Banking ITAC would like to apply HKQF more widely and practicably to the industry in the context of career and learning progression. The project on VQP is especially catered for these purposes.

3. Objectives of the VQP Project for the Banking Industry

The Project involves drawing up a structural diagram showing the overarching learning and career progression pathway with the aim to create a VQP for selected jobs roles in the Banking Industry. The deliverables include:

- a. Selecting eight major job roles in Banking Industry and identifying the competencies;
- b. Suggesting the Vocational Qualifications Specification (VQS) and the progression pathway for the eight selected job roles;
- c. Consulting stakeholders on the proposed specifications and pathway;
- d. Suggesting an implementation plan of the VQP; and
- e. Mapping the UoCs with the competency requirements of the eight selected job roles and conducting consultations with employers and relevant stakeholders

The Retail Banking sector has been selected to pilot the development of a VQP as it is the largest sector in the industry with the highest employee headcount. It is expected the VQP developed will help practitioners of the sector to leverage on QF-recognized qualifications for career and learning progression in the future. A Steering Group and a VQP Advisory Group which consists of senior managerial officers and human resources managers from various banks was formed to lead the project. Under the supervision of the Advisory Group, eight job roles were selected for the pilot VQP project. They are:

- Teller
- Service and Operations Officer
- Financial Services Officer
- Relationship Manager / Product Sales Specialist
- Service and Operations Manager
- Sales Quality / Compliance Manager
- Retail Banking Credit Manager

- Branch Manager / Team Head of Retail banking Relationship Manager

These job roles have been selected as they have the largest number of employees and make up a notable volume of recruitment and investment spent on training and development. They are also particularly important in terms of business acquisition, wealth management and risk management.

In addition, VQS examples for these eight job roles are also developed. Banks and training providers can make use of them as a reference when developing their actual job based learning programmes.

4. What is a Vocational Qualifications Pathway (VQP)?

A VQP is a learning and career progression route from a starting point to a destination. It lays out a pathway an individual may take as they move from beginner to expert status in an industry, whether it be a vertical, diagonal or horizontal shift. A VQP allows learners to move into and through qualification levels taking into account the qualifications they already have and / or formal or informal training previously taken.

The SCS developed for different sectors of the Banking Industry has already established a foundation for individual banks to identify and assess different competencies that make up a job-holder's overall competencies and match them with required jobs. Knowing which competencies are required as compared to which competencies are currently available to a bank can help inform and direct Human Resources Management in recruitment, job role design, performance assessment, promotion decisions, training and career development more clearly.

Vocational Qualifications (VQ) in the Banking Industry of Hong Kong refer to job-related qualifications. They reflect essential competences of a job role and are designed to enable learners to acquire the knowledge and skills specified in the SCS for the Banking Industry to perform a particular job role, such as a Relationship Manager, Credit Manager, Product Development Officer, etc.

A VQP helps employers and employees understand which VQ are required to perform each role and plan their career and learning development accordingly.

5. VQP and the Hong Kong Qualifications Framework

The development and formulation of VQ based on the competency requirements of job roles has been a trend in national qualifications framework development. Against this background, HKQF has piloted the VQP project in three industries, with the Banking Industry being one of them.

A VQP builds the links between job roles, the associated competencies required for different levels of job roles, and in turn the training and qualifications required. The characteristics of the VQP under HKQF include, among other aspects, the following:

a. VQ based on UoCs and learning outcomes

The content and requirements of the VQ are fully aligned with the UoCs already develop by the Banking ITAC, and are therefore firmly embedded in the learning outcomes to be attained in learning or work contexts.

b. VQ with quality, relevancy, transparency, and link to employment and further study

The VQS put dual focuses on the content of learning and the assessment criteria. The former stipulates what the learner will learn and do, while the latter ascertains how the learner can actually learn and do upon completion of the learning. This dual focuse assures quality and relevancy from two perspectives, namely academically by meeting the quality assurance standards and technically/professionally by meeting the industry standards. Both standards are intertwined and appropriate for employment as well as for further study.

c. VQ with emphases on access and progression

VQ often combines and recognises learning regardless of the learning contexts. This refers to the inclusion of qualifications resulting from formal, informal and non-formal

learning through education and training. VQ focuses on a modular-based approach to learning, whereby the lower level of qualifications can become components of the larger qualifications at the higher level of the VQP. The VQP therefore aims to avoid barriers to access and to support progression through better arrangements of admission and exemption.

6. Benefits to Different Users of VQP

VQP can bring the following benefits to different people, such as bank employers, human resources professionals, people managers, bank employees and training providers to further grow and develop the business and talents.

a. For Bank Employers

- Accept recognized banking VQ as fulfillment of entry requirements for respective job positions
- Translate the aggregate workforce needs effectively into a structured talent development pipeline to cope with business strategies; and
- Establish and manage processes and programmes to facilitate resource alignment against the business goals

b. For Human Resources Management and Development Professionals of Banks

- Attain better understand on the scope of HR and talent management and be able to make recommendation on the learning activities
- Work out long-range workforce planning in coordination with business and operational plans;
- Identify the development gaps for acquiring relevant qualifications; and
- Save time and effort on assessing the capabilities of job applicants if they are the holders of the recognized qualifications.

c. For Managers of Banks

- Facilitate the discussion on training and career development plans with staff members precisely; and
- Identify the competency gaps between the current job and desired job role of employees easily and provide constructive feedback and coaching.

d. For Learners / Employees

- Define individual and career development areas
- Identify and take appropriate learning actions towards an appropriate qualifications; and
- Act as a useful long term learning development guide in which explicitly illustrates a comprehensive career and qualification roadmap.

e. For Training Provider (including in-house training function)

- Identify the training gaps more easily with clearly defined UoCs;
- Design and develop the job based learning programmes by flexibly adopting the structured VQP specification and framework; and
- Help to build comprehensive and structured training curricula to support development and career growth.

7. Methodology adopted in this pilot VQP Development Project

As an important step to build VQP, the 8 selected job roles and their occupational profiles including the key skill areas and levels of skills required to enter those jobs have been set out in terms of UoCs under the SCS of Retail Banking. Industry practitioners can obtain the required qualifications of their aspired occupations or job positions by way of formal or informal learning/development activities under QF and/or a combination of both formal and informal.

VQP involves the development of tools (e.g. mapping of career and learning advancement, template of competencies) as well as the implementation process. In this Pilot Project, the development of VQP consists of five major steps:

Step 1:	Draw the Learning Progression Pathway/Career Ladder
Step 2:	Define qualification criteria of the 8 job roles
Step 3:	Assign Occupational-based Vocational Qualifications
Step 4:	Propose a process of Vocational Qualifications Pathway implementation based on the suggestions provided by industry practitioners

Step 5:	Conduct Industry Consultation and promulgate VQP
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A participatory approach was adopted in this Pilot Project. Industry practitioners including both employers and employees of the Retail Banking Sector were engaged in the development process. The participation of banking practitioners is proven to be effective to enhance both the reliability and validity of the project outcome. It provides opportunities for practitioners to share their views and they value the approach as the VQP products developed in the project were perceived as an outcome collectively constructed by them.

As stated above, a Steering Group which engages senior management team members of six banks was established in this project to provide strategic input and endorse incremental and final deliverables at different stages of the project.. The Steering Group members were:

- Bank of East Asia, Head of Human Resources
- Bank of China Hong Kong, Deputy Chief Executive
- Dah Sing Bank, Executive Director and Head of Retail Banking Division
- HSBC, Head of Human Resources Hong Kong
- OCBC Wing Hang Bank, Assistant General Manager Human Resources
- Standard Chartered Bank, Head of Learning Academy

The Steering Group has also nominated their experienced staff to act as VQP Advisors to help comment and refine the deliverables of the Project. Advisory Group meetings were held at the end of each project step as stated above.

In addition, documentary review, data collection, data analysis and desktop research were also conducted for this Project.

8. VQP and Banking Organisation Structure

As defined by the Banking Industry Training Advisory Committee (ITAC), the aim of this project is to establish a systematic career and development route, and specify training needs and qualifications for practitioners in the industry based on the Specification of Competency Standards (SCS) of Retail Banking.

Since the VQP shows the linkages between different job roles and their associated qualifications, it is crucial to gain a full picture of how job roles are distributed in a bank and understand their competency requirements thoroughly. In order to draw the Learning Progression Pathway / Career Ladder in Step One of the project as specified above, the Hong Kong Institute of Bankers (HKIB) conducted a research on foreign countries' practices and reviewed documents supplied by different banks including their organizational chart, job descriptions, existing competency models and guidelines on employee promotion to gain a better understanding on the inter-relationship between different jobs and how they are allocated in a banking organization.

Upon the completion of this step, an example of a typical banking organisation chart is drawn and attached in **Appendices 1.1 - 1.2** for employers and employees to make reference to when planning their career or learning development. These organisation charts were developed based on a job analysis exercise supported by the Advisory Group members of this project.

Appendix 1.1 is a typical Retail Banking Organisation chart which illustrates the linkage between common job roles. It is useful to find one's current job position and identify the next possible career / learning movement that meets his / her own aspiration.

Appendix 1.2 is focused on the branch banking structure with examples of career pathways.

With the relative positioning and articulation of job roles identified in the banking organisation chart, individual job profiles and their competency requirements and standards can be further mapped to form the base for VQ. Skills, knowledge and other abilities required for an individual job role can be specified clearly and become the key components of a VQ. A learning programme in association with the VQ could therefore be developed to facilitate a learner to acquire the abilities to take up the specific job role.

As relative positioning of different job roles can be located from the hierarchy as exhibited in Appendices 1.1 & 1.2 and competency gaps between different job roles can also be identified, it is more convenient for the practitioners to plan their VQ progression through learning according to their aspiration. These possible movements can be vertical, horizontal or diagonal, in other words, banking practitioners can develop their own career / learning progression pathway flexibly in accordance to their desire.

9. VQP and Career Development

As stated above, a VQP for the Banking Industry represents a matrix of the learning and career pathways for different sectors of the industry, and is expressed in terms of the relative positioning and articulation of the commonly known occupations or job families. It can be applied widely and practicably in the context of employment and progression so that banking practitioners may leverage on QF-recognized qualifications for career and learning progression

The starting point of building constructive learning and career pathways between jobs is to map out the progression of roles, competency requirements and standards in respect of the 8 job roles in terms of the UoCs of the Retail banking SCS in each successive position to signify the developmental needs. In step 2 of the project, detailed qualifications criteria needed for successful performance of each job role which includes roles and responsibilities, major job tasks, UoCs requirements (prior experience, knowledge, qualifications, education) and other relevant entry requirements presented in terms of job profiles were defined. These job profiles are now incorporated in the Qualifications Specification examples of the 8 job role and they can be found in **Appendix 3** of this report.

With the UoC requirements clearly defined for each of these 8 job roles and their relative positioning specified on the organization chart, it is convenient to identify the competency gaps between different job roles in terms of UoCs. With this useful information, a structural diagram showing the overarching VQP for these 8 key jobs of Retail Banking was developed. **In Appendix 2**, the eight job role examples are exhibited to illustrate the linkage between different Vocational Qualifications (VQ).

Users can use this VQP diagram example as a tool to better understand the similarities and differences of job tasks and the UoCs requirements for individual jobs. It also helps to identify the UoC gaps and learning needs among the qualifications to facilitate the construction of a long term career and learning development plan.

For the banking practitioners who have a clear career progression target in mind, the competency gaps between their current jobs and the various more advanced levels of their desired job roles can be translated into learning needs to address these knowledge and skill gaps. With a VQP in place, banking practitioners can plan and implement their career development in a structured manner.

10. VQP as a Learning and Qualifications Pathway

As mentioned earlier, VQ in the Banking Industry of Hong Kong are designed to help the learners acquire the necessary knowledge and skills for a particular job role, to follow a progression pathway in the industry for personal career development or for continuing education / training.

A VQ Specification for the Banking Industry provides all the necessary information learners would like to know about a qualification offered by a recognised institute in Hong Kong, whether it is a tertiary education institute, a bank employer or a professional body in banking or other qualified academic institute or training provider.

In step 3 of this project, Qualifications Specification (QS) of these 8 job roles were compiled to illustrate the various elements of them including:

- Title of the qualification
- Job profile
- Entry requirements
- Learning outcome(s)
- Proposed assessment criteria
- UoC requirements of the job role

- Employment pathway

With this information, associated learning programmes of individual Vocational Qualifications in the Banking Industry of Hong Kong can be developed to offer technical training and education. They would be ideal for anyone wishing to pursue continuous learning in banking and financial services. In conjunction with the VQP diagram exhibited in appendix 2, learners can also identify the specialised knowledge and skills required to enable progression to further study in alignment with their career development aspiration.

In general, taking VQ training is a progression route for entry level learners who have a desire to build a long term career in the banking industry. It is also suitable for those who are at intermediate level and looking to develop their skills in the areas other than what they are currently working in, or for those who have already started working in the industry and who have a need and desire to attain formal recognition of their competences. Having a full understanding of the details of individual VQ and the linkages among them, learners may plan their career / learning progression pathway in accordance with their own needs.

By referring to the 8 QS examples, some of them can be regarded as beginners' qualifications. They are suitable for young students who have completed their school education and are interested in pursuing a career in the Retail Banking Sector. Some others are suited to mature learners, career changers and those who are seeking to further develop their knowledge and skills in particular job families / occupational areas.

11. VQP and the Enhanced Competency Framework

In order to support capacity building and talent development, the Hong Kong Monetary Authority (HKMA) is working with the banking industry and relevant professional bodies to implement an industry-wide Enhanced Competency Framework (ECF) for banking practitioners. The availability of a set of common and transparent competency standards enables more effective training for new entrants

and professional development for existing practitioners, which is conducive to maintaining the competitiveness of Hong Kong as an international financial centre.

Although the ECF is not a mandatory licensing regime, authorised institutions are encouraged to adopt it as the benchmark for enhancing the level of core competency and on-going professional development of banking practitioners.

The ECF for banking practitioners covers six professional work streams:

- Anti-Money Laundering and Counter-Terrorist Financing
- Cybersecurity
- Credit Risk Management
- Retail Wealth Management
- Risk Management, Compliance and Internal Controls
- Treasury Management

The first two streams have been launched while the remaining four streams will be incrementally launched in the near future. The content of each stream will be updated regularly.

The difference between ECF and VQP is that the first framework is functional based while the latter is specifically assigned to individual job roles. Taking ECF courses can be regarded as a professional development activity to enhance one's competency in respective work stream areas; whereas the attainment of a VQ would allow one to be fully qualified to take up a specific job role. The outline of ECF training provides a good reference for the compilation of job based VQ. Relevant learning content of the two launched work streams have been incorporated into respective banking VQ and the key substance of the remaining work streams should also be inserted when the learning content development of these streams is completed in the future

12. Examples of Qualifications Specification

Examples of Qualifications Specification are compiled for the eight job roles in Retail Banking based on an industry-wide job analysis. Employers, HR professionals, line managers, employees of the banking industry, training providers and those who are interested to enter the industry may refer to the information in the individual Qualification Specification to design their business strategies, people management plan, career / learning development plan or learning programmes.

These eight examples of Qualifications are named with generic titles to reflect the nature and content coverage of their associated learning programmes. Job responsibilities of individual job roles are identified based on a banking industry job analysis and appropriate UoCs under the Banking SCS and matched with the associated learning programme.

When conducting the job role / UoCs matching exercise, an “all-inclusive” approach was adopted. i.e. a reasonably comprehensive list of UoCs was assigned to individual job profiles. An appropriate QF level was also assigned in accordance with the combination and complexity levels of the list of UoCs covered by the qualification. Bank employers and other training providers are free to make necessary adjustments based on their genuine needs. For example, if the responsibilities of an actual job role are simpler than a fictitious but similar job example used here, less UoCs and a lower QF level for the Qualification can be assigned. In any case, it is not the intention to establish an industry standard but rather provide some examples for illustration only.

No.	Targeted Job Roles	Examples of Qualifications	QF Level
1	Teller	Certificate in Retail Banking Counter Services	3
2	Service and Operations Officer	Advanced Certificate in Branch Banking Operations Management	4
3	Financial Services Officer	Advanced Certificate in Conducting Retail Banking Non-Investment Business Management	4
4	Relationship Manager / Product Sales Specialist	Professional Certificate in Conducting Retail Banking Investment and Portfolio Management	5
5	Service and Operations Manager	Professional Certificate in Branch Banking Operations Management	5
6	Sales Quality / Compliance Manager	Professional Certificate in Compliance Management	5
7	Retail Banking Credit Manager	Professional Certificate in Retail Credit Management	5
8	Branch Manager / Team Head of Retail Banking Relationship Manager	Postgraduate Certificate in Sales and Branch Management	6

The examples of Qualifications Specification of the 8 job role of Retail Banking are developed at the end of step 3 of this project and they are attached in **Appendix 3** of this report. In addition, a set of brief user guidelines using Relationship Manager / Product Specialist as an example to help readers to use the QS plus an associated diagram to illustrate the employment pathway (possible career movement) of the job role is attached in **Appendices 4.1 – 4.2** for reference.

13. Feedback on the Pilot VQP Deliverables

Upon the completion of the development of the project deliverables, a consultation paper was put forward for an industry consultation starting from 15 March to 30 April 2017.

Focus Group Meeting

A Focus Group Meeting was also held on 28 March 2017 to collect views and comments from selected bank management. Participants from the following banks and representatives of Qualifications Framework Secretariat shared their views on the deliverables submitted by HKIB:

- Bank of China
- Bank of Communications
- China CITIC Bank
- China Construction Bank (Asia)
- Citibank
- Hang Seng Bank
- HSBC
- ICBC Asia
- OCBC
- Shanghai Commercial Bank
- Wing Lung Bank

Focus group members agreed with the importance and the benefits of VQP which includes the following:

1. Provide a clear promotion pathway
2. Help attract talents to join the industry
3. Assist to retain talents in the long run
4. Clarify the learning needs for career development
5. Raise the concern to improve communication between different stakeholders, including the regulators

On the other hand members also stated that when implementing VQP, the following areas would be considered:

1. The implementation strategies on gaining Industry's support on VQP
2. The support from regulators rather than a compulsory requirement
3. Positioning of VQP and resource implications to banks
4. Promulgation of VQP should be focused on gaining support from business Heads

for adoption, instead of overloading HR personnel

5. VQP provides qualitative measures and helps attract and retain staff, however, banks may have their existing mechanism for staff promotion/ performance assessment. Attention should be paid to incorporate VQP into their existing mechanism
6. Banks may seek accreditation for their internal training but the costs incurred extra resources.
7. As VQP identifies the learning needs of some common job roles of the banking industry, it may be beneficial to cooperate with the local universities to include the common banking knowledge and skills in their syllabus in long run
8. It is essential to seek comments on VQP implementation from training providers

In summary, the focus group members believed that VQP would provide a clear guidance for career development and promotion justification.

Industry Consultation Session

Industry consultation is a way to help banking practitioners and other interested parties to understand the rationale and benefits of VQP. The industry consultation session was held on 20 April 2017 to collect feedback from the participants with an objective to further enhance the VQP deliverables. Around 80 representatives from banks, professional bodies, education & training providers and regulatory body joined the event.

During the consultation session, the participants raised the concern on how banks would recognize employees who make an effort to enhance their competence by referring to the models suggested by the VQP/SCS learning mode for their career development. Funding support from the government was strongly suggested for the development of VQP based programmes as banks may be lack of resources to implement VQP based programmes.

To address the concerns of participants, QF and HKIB have provided feedbacks that there are different kinds of training modes adopted in the banking industry, VQP could

be served as a common language, e.g. general banking knowledge courses to groom new entrants, job based training courses to help fill the actual job vacancies, SCS-based programmes to facilitate transfer of talents, or VQP based training courses in the future to facilitate job / person match within the bank. Individual bank may consider adopting the approach as suggested by VQP to identify the UoC requirements for their different job roles and design associated training programmes to cope with their specific staff deployment, manpower development and / or employee development needs, etc.

To recognize employees who would adopt VQP/SCS in their career development, banks may include a preferred criterion of completing VQP/SCS-based training in their recruitment advertisement. For banks' employees with competence acquired previously, it is suggested that some relevant training programmes would be exempted. Employers may also consider providing reimbursement to employees who would take VQP/SCS training programmes.

Moreover, banks may apply for funding for the accreditation of their own SCS based training programmes.

All the feedbacks received would be considered for the implementation plan of the VQP.

14. The Way Forward

After the industry consultation, the project will enter into the VQP Implementation Stage. To conclude the feedback collected from the focus group meeting and the consultation thereafter, the following suggestions are proposed for the implementation of the Banking VQP :

1. Identify sponsor(s) and key stakeholders to lead and coordinate the implementation initiatives, e.g. Hong Kong Association of Banks (HKAB), Banking ITAC and Qualifications Framework Secretariat.
2. Set industry-wide objectives on VQP implementation; e.g. pilot roll out of a VQP-based industry recognized qualification/learning programme with funding

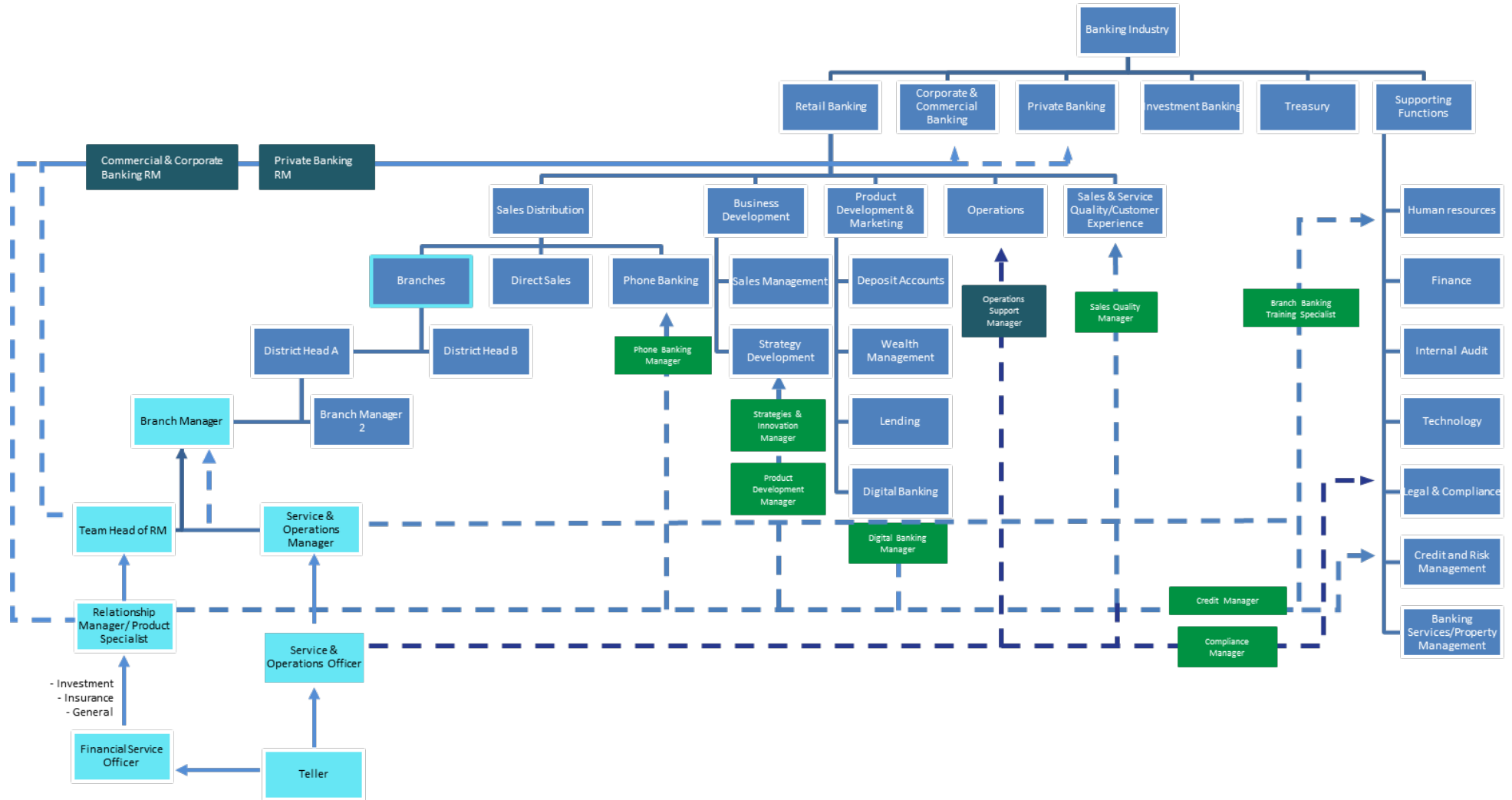
support from the government. VQP-based programmes providing fundamental banking knowledge for new entrants of the industry may be one of the options.

3. Establish guiding principles for implementation such as solid sponsors and stakeholders' engagement; built-in measurement and periodic review; leverage technology and experience sharing among various parties; continuous promotion effort; etc.
4. Identify the driving forces and obstacles to implementing VQP in the industry, such as resource implications to banks.
5. Conduct timely industry consultation to collect feedback on newly developed VQP products.
6. Develop promotion strategy such as roadshow, industry specific promulgation programmes, official kick-off ceremony, QF web-site promotion and banks' website promotion, etc.
7. Develop communication strategies to exchange views with key stakeholders of banking industry including HR management practitioners, training and development practitioners, business managers, training providers and academic institutes.

- END -

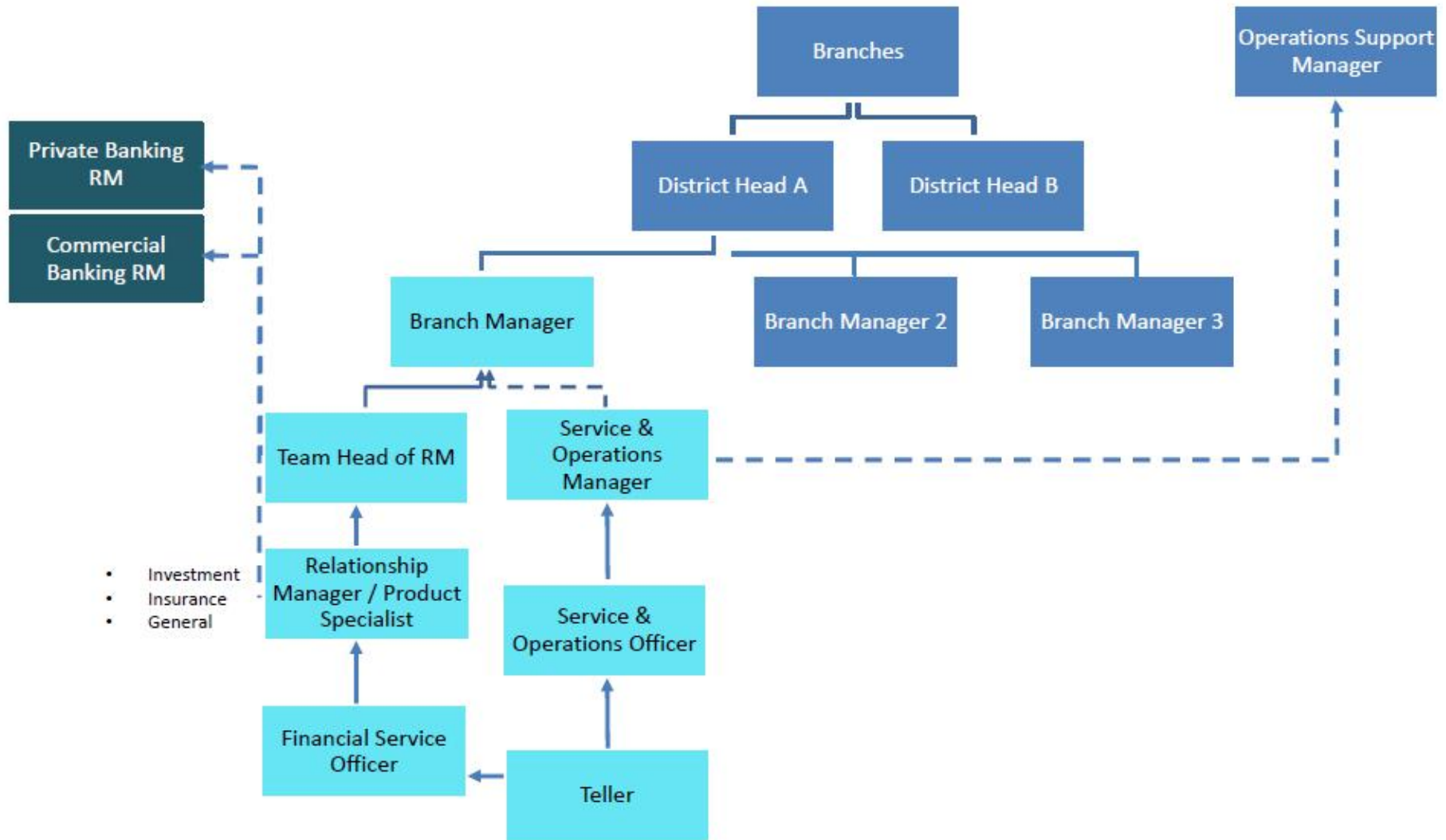
Appendix 1.1 A Typical Retail Banking Organisation Chart

Retail Banking Organization Chart

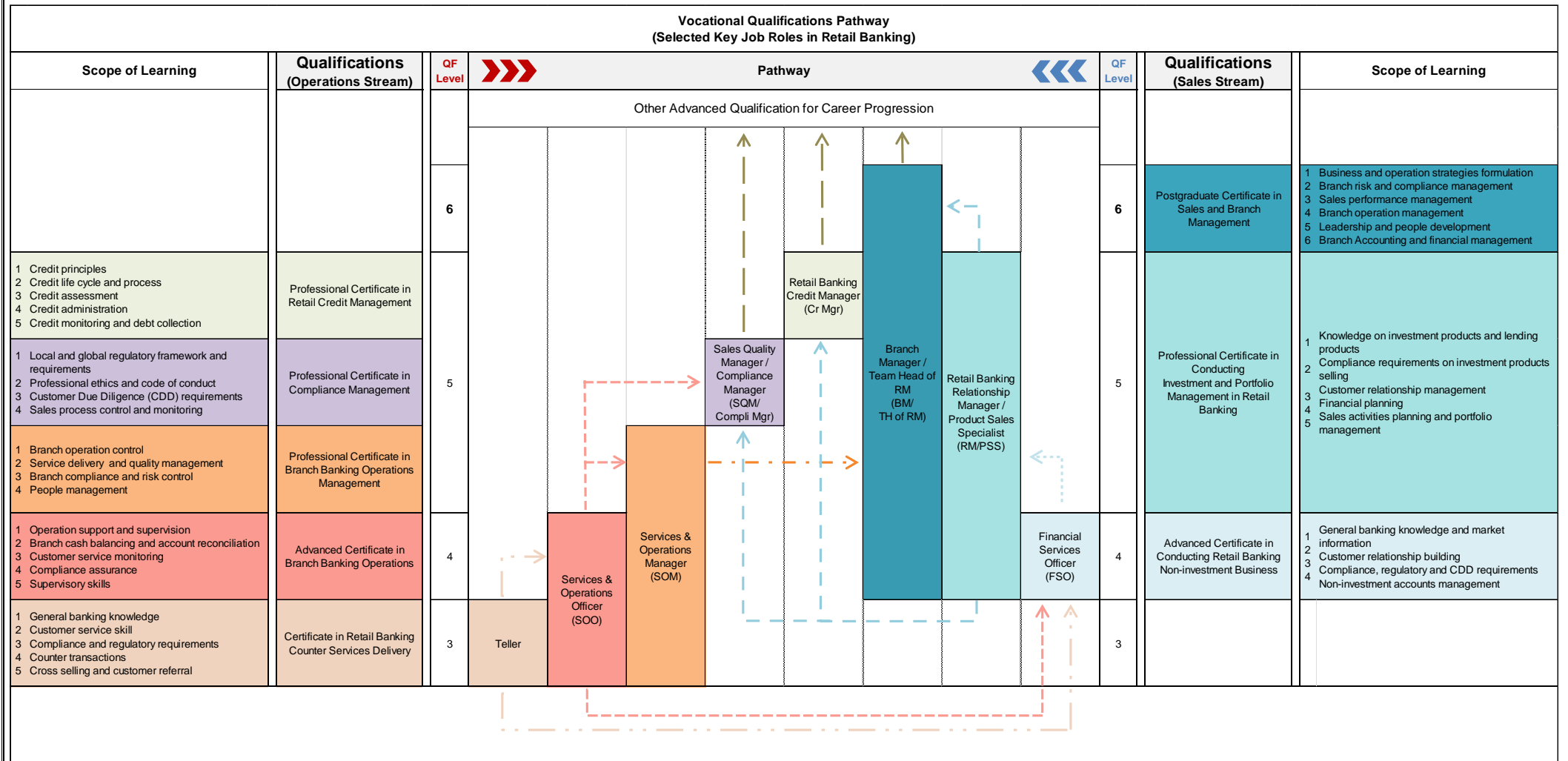


Appendix 1.2 A Typical Branch Banking Structure Organisation Chart

Branches Organization Chart



Appendix 2 A Structural Diagram Showing Overarching VQP for the 8 Job Roles



Teller	→	SOO & FSO
SOO	→	SOM, SQM/Compli Mgr & FSO
SOM	→	BM
FSO	→	RM/PSS
RM/PSS	→	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	→	Other Advanced Qualification

Appendix 3 Examples of Qualifications Specification for the 8 Job Roles

Teller

The Teller is responsible for providing quality counter services and performing operational activities; handling banking transactions requested by walk-in customers over the counter and assisting cross-selling financial products (except investment products) to customers at the branch.

Tasks:

Sales performance	<ul style="list-style-type: none">• Generate business through cross-selling banking products to customers• Make referral of regulated products if necessary
Service Delivery	<ul style="list-style-type: none">• Maintain cordial relationship with existing and new customers• Answer questions raised by customers or refer them to appropriate parties• Handle customer complaints or direct customers to appropriate parties for assistance
Operations	<ul style="list-style-type: none">• Provide efficient counter services, including deposit/withdrawal transactions• Perform cash-handling procedures, including day-end cash balancing• Assist in performing back-end operations duties if required, including updating customer records
Compliance	<ul style="list-style-type: none">• Observe internal control procedures and regulatory requirements, and report suspicious activity e.g. KYC, AML, fraud detection
Banking knowledge	<ul style="list-style-type: none">• Keep abreast of technology applications e.g digital banking and pay effort in service migration• Keep abreast of current affairs and financial market development

Entry requirement:

HKCEE/HKDSE certificate (work experience in financial services industry, customer services, sales or telemarketing is an advantage)

Certificate in Retail Banking Counter Services

Targeted Occupation:	Teller
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Equip learners with knowledge, skills and tools to support the customer counter services needs ✧ Enable learners to execute the related policies and regulations and to process the general banking transactions independently ✧ Provide opportunities for learners to develop their competences and acquire essential skills to start a career in the banking industry
Learning Outcomes:	<p>LO1 Understand the banking environment and relate the general banking products and services to their role</p> <p>LO2 Deliver quality service by applying the service principles and skills through counter services</p> <p>LO3 Comply with the bank's procedures, the relevant regulations and code of conduct when delivering counter services</p> <p>LO4 Process different kinds of HKD or foreign currency accounts transactions, including interbank account services or transactions of foreign exchange services & etc.</p> <p>LO5 Apply referral skills and generate cross selling opportunities</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ General banking knowledge ✧ Customer service skill ✧ Compliance and regulatory requirements ✧ Counter transactions ✧ Cross selling and customer referral

<p style="text-align: center;">Entry Requirements:</p>	<ul style="list-style-type: none"> ✧ Completed secondary education or above <u>AND</u> ✧ Is interested in starting a career in the banking industry as a Teller
<p style="text-align: center;">Employment Pathway:</p>	<p>The learning programme associated with the Certificate in Retail Banking Counter Services (QF Level 3) is committed to developing employable graduates by ensuring that career development skills are embedded in all learning activities and work-related intelligence are widely available to learners. Learners of this Certificate can continue to widen and strengthen their employable competencies by attaining other related qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as branch banking tellers or counter services officers.</p> <p>With working experience obtained from a bank teller job role plus additional training to meet occupational and licensing requirements, there are ample opportunities available in both frontline sales and back-office operations areas. The most common occupations available at next higher rank are “Branch Services and Operations Officer” and “Financial Services Officer”. For those who would like to further move up to other occupations with more complex job responsibilities, opportunities in various banking sectors will also be available for the graduates; depending on their personal career goals. (Please refer to employment pathway diagram on p.28)</p>
<p style="text-align: center;">QF Level:</p>	<p style="text-align: center;">3</p>
<p style="text-align: center;">QF Credits: (Indicative only)</p>	<p style="text-align: center;">42 (based on UoC mapping)</p>

UoCs Mapping with Certificate Learning Outcomes (Teller)								
UoC Category	UoCs Title	Level	Credit	LO1	LO2	LO3	LO4	LO5
Retail Banking Service Delivery	Handle customer's enquiries in relation to account services and services offered via digital banking platforms	3	3	✓				✓
	Open bank accounts for customers	3	3		✓	✓	✓	
	Maintain and terminate bank accounts for customers	3	3		✓	✓	✓	
	Process accounts transactions for customers	3	3		✓	✓	✓	
	Process interbank and foreign exchange transactions for customers	3	3		✓	✓	✓	
	Handle remittance transactions	3	3		✓	✓	✓	
	Provide counter services in bank branches	3	3	✓	✓	✓	✓	✓
	Perform cross-selling over counter to help promote bank products and services in branches	3	3	✓				✓
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3	✓		✓		
	Safeguard customer information to enhance security	3	3			✓		
Quality Management	Deliver excellent customer service	4	3	✓	✓			
	Handle feedback and complaints from customer	4	3	✓	✓			
Sales & Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3		✓			
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3	✓				

Total credit = 42

Notes

1. The list of UoCs listed here is for reference only; there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
2. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
LO1. Understand the banking environment and relate the general banking products and services to their role	1.1 Provide an overview on the HK banking system and how a bank operates as a business 1.2 Describe the general banking products and services 1.3 Relate the retail products and services to their role
LO2. Deliver quality service by applying the service principles and skills through counter services	2.1 Identify customers' needs and offer value-added services to customers proactively 2.2 Adopt customer-centric mindset and demonstrate excellent customer service behaviours when interacting with different customers at various channels 2.3 Apply objection handling skills when handling complaints from customers
LO3. Comply with the bank's procedures, the relevant regulations and code of conduct when delivering the counter services	3.1 Integrate the relevant bank policies and guidelines for each task execution (e.g. Code of conduct, FATCA, PDPAO, Investment Opt-in etc.) 3.2 Demonstrate positive behaviours to protect customer's privacy and personal data 3.3 Perform customer due diligence by requesting relevant supporting documents and following proper procedures 3.4 Observe and report any suspicious activities and fraud cases to prevent money laundering
LO4. Process different kinds of HKD or foreign currency accounts transactions, including interbank account services or transactions of foreign exchange services & etc.	4.1 Identify and differentiate various types of counter transactions under different bank accounts 4.2 Conduct account processing flow (e.g. deposit, withdrawal, remittance, cheques) accurately with proper

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	<p>internal procedures, external regulations and documentation verification</p> <p>4.3 Handle the cash notes and spot the counterfeited notes, if any</p> <p>4.4 Perform teller till reconciliation on a timely basis and resolve or escalate the issues if any discrepancy found</p>
<p>LO5. Apply referral skills and generate cross selling opportunities</p>	<p>5.1 Perform cross selling according to the bank's instruction and guidelines</p> <p>5.2 Refer to related business units when opportunities identified</p> <p>5.3 Promote digital banking or other services to enhance customer experience</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**

Scope of Learning	Qualifications (Operations Stream)	QF Level	Pathway					QF Level	Qualifications (Sales Stream)	Scope of Learning
			Other Advanced Qualification for Career Progression							
		6						6	Postgraduate Certificate in Sales and Branch Management	<ol style="list-style-type: none"> Business and operation strategies formulation Branch risk and compliance management Sales performance management Branch operation management Leadership and people development Branch Accounting and financial management
<ol style="list-style-type: none"> Credit principles Credit life cycle and process Credit assessment Credit administration Credit monitoring and debt collection 	Professional Certificate in Retail Credit Management					Retail Banking Credit Manager (Cr Mgr)				
<ol style="list-style-type: none"> Local and global regulatory framework and requirements Professional ethics and code of conduct Customer Due Diligence (CDD) requirements Sales process control and monitoring 	Professional Certificate in Compliance Management	5			Sales Quality Manager / Compliance Manager (SQM/ Compli Mgr)		5	Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking	<ol style="list-style-type: none"> Knowledge on investment products and lending products Compliance requirements on investment products selling Customer relationship management Financial planning Sales activities planning and portfolio management 	
<ol style="list-style-type: none"> Branch operation control Service delivery and quality management Branch compliance and risk control People management 	Professional Certificate in Branch Banking Operations Management					Branch Manager / Team Head of RM (BM/ TH of RM)				
<ol style="list-style-type: none"> Operation support and supervision Branch cash balancing and account reconciliation Customer service monitoring Compliance assurance Supervisory skills 	Advanced Certificate in Branch Banking Operations	4		Services & Operations Officer (SOO)				4	Advanced Certificate in Conducting Retail Banking Non-investment Business	<ol style="list-style-type: none"> General banking knowledge and market information Customer relationship building Compliance, regulatory and CDD requirements Non-investment accounts management
<ol style="list-style-type: none"> General banking knowledge Customer service skill Compliance and regulatory requirements Counter transactions Cross selling and customer referral 	Certificate in Retail Banking Counter Services Delivery	3	Teller					3		

Teller	—————→	SOO & FSO
SOO	- - - - -→	SOM, SQM/Compli Mgr & FSO
SOM	- - - - -→	BM
FSO	- - - - -→	RM/PSS
RM/PSS	- - - - -→	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	—————→	Other Advanced Qualification

Services & Operations Officer

The Services & Operations Officer is responsible for regularly supporting Branch Manager; ensures branch operational activities run smoothly and efficiently; provides training and limited supervision within the branch; promotes business for the Bank by maintaining good customer relations and referring customers to appropriate personnel for new services.

Tasks:

Operations	<ul style="list-style-type: none"> • Assist in motivating and coach frontline staff to provide high quality customer service to clients • Follow bank policies and procedures as they relate to customer transactions • Responsible for bank checks or other instruments' administration • Ensures supply of cash for individual teller counters' needs based on cash limits and business demand • Maintains the branch supply of ATM/Debit cards and pins under dual control
Service Delivery	<ul style="list-style-type: none"> • Answer customer concerns referred by frontline staff • Handle customer complaints or direct customers to appropriate parties for assistance
Compliance	<ul style="list-style-type: none"> • Responsible for verification of client data • Responsible to validate and classify client for FATCA (more on investment) • Ensure cash balancing is completed on a daily basis
Compliance Checker	<ul style="list-style-type: none"> • Assist Services & Operations Manager in monitoring of counter operations to ensure compliance with regulatory requirements • Review and ensure compliance and accuracy of documents for transactions • Ensure operation processes are compliant with statutory regulations and group policies • Compare KYC related data with FATCA documents and take further action if any discrepancies were found
Banking Knowledge	<ul style="list-style-type: none"> • Keep abreast of technology applications e.g digital banking and pay effort in service migration • Keep abreast of current affairs and financial market development

Entry requirement:

University graduate with 1-2 years' work experience in Branch Banking

Advanced Certificate in Branch Banking Operations Management

Targeted Occupation:	Services & Operations Officer
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Enable learners to acquire a broader knowledge base on branch operation support and supervision and in compliance with the bank's standards, procedures and regulatory requirements ✧ Enable learners to monitor customer service standards including counter services delivery, transactions handling, products explanation and customers' inquiries handling. ✧ Enhance learners' ability to provide training and supervision within the branch
Learning Outcomes:	<p>LO1 Support, implement and supervise in a range of varied branch operational procedures</p> <p>LO2 Oversee Branch cash balancing and account reconciliation transactions</p> <p>LO3 Monitor counter service delivery and maintain good service quality by enhancing communication skills and problem solving skills</p> <p>LO4 Oversee compliance with defined standards in different units and ensure adherence to the bank guidelines</p> <p>LO5 Undertake a supervisory role to drive for excellent counter performance</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Operations support and supervision ✧ Branch cash balancing and account reconciliation ✧ Customer services monitoring ✧ Compliance assurance ✧ Supervisory skills
Entry Requirements:	<ul style="list-style-type: none"> ✧ Completed Certificate in Retail Banking Counter Services OR ✧ Ample working experience as a Teller or Operations Officer in branch banking
Employment Pathway:	The learning programme associated with the Advanced

	<p>Certificate in Branch Banking Operations (QF Level 4) is commonly regarded as a next higher rank development for branch banking tellers. The design of this Advanced Certificate ensures that advanced career development skills are embedded in all learning activities and work-related intelligence are widely available to learners. Learners of this Advanced Certificate can continue to widen and strengthen their employable competencies by attaining other related qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as Branch Banking Services and Operations Officers.</p> <p>With additional training to meet occupational requirements, other job opportunities in compliance, sales quality control or operation management with more complex job responsibilities in various banking sectors will also be available for the graduates; depending on their personal career goals. (Please refer to employment pathway diagram on p.35)</p>
QF Level:	4
QF Credits: (Indicative only)	49 (based on UoC mapping)

UoCs Mapping with Certificate Learning Outcomes (Services & Operations Officer)								
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4	LO5
Retail Banking Service Delivery	Handle customer's enquiries in relation to account services and services offered via digital banking platforms	3	3	✓				
	Oversee frontline branch service delivery	4	3	✓	✓	✓	✓	
	Handle issues of frontline branch services	4	3	✓	✓	✓	✓	
	Arrange products and services promotion in branch	4	3	✓				
	Manage the performance of ATM service	4	3	✓				
	Execute daily operations in branches	3	3	✓	✓	✓	✓	
	Handle customer enquiry	4	3			✓		
Retail Banking Operations & Support	Plan and support branch operations implementation	4	3	✓	✓		✓	
	Provide operations support on wealth management services	4	3	✓			✓	
	Provide back office support to sales activities	3	3	✓				✓
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3				✓	
	Safeguard customer information to enhance security	3	3				✓	
	Perform compliance control and monitoring functions	4	3	✓	✓	✓	✓	✓
Quality Management	Deliver excellent customer service	4	3					
	Handle feedback and complaints from customer	4	3					
Sales & Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3					
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3					
General Management	Contribute innovative ideas for improving work performance and quality	4	3	✓				
	Perform manpower planning	4	3	✓				✓
	Manage the maintenance of office equipment	3	3	✓			✓	
People Management	Manage work performance of subordinates and take disciplinary actions on sub-standard performance	5	4					✓
	Monitor subordinates' behaviors to ensure staff professionalism	4	3				✓	✓

Total credit = 49

Notes:

1. The highlighted areas are covered in Certificate in Retail Banking Counter Services
2. The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
3. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Support, implement and supervise in a range of varied branch operational procedures</p>	<p>1.1 Oversee different operational procedures of the branch (e.g. security document control, cash flow control, custody of loan collateral, securities, automatic banking machine etc.) and authorize the transactions within defined authorization limit</p> <p>1.2 Review daily operational report (e.g. large dollar transactions report, clearing return report, etc.) and handle with proper procedure</p> <p>1.3 Extend resources and administrative support to facilitate different kinds of marketing and promotion activities.</p> <p>1.4 Maintain branch property and facilities, e.g. equipment, furniture, fixtures and physical assets of the bank are in good condition</p> <p>1.5 Maintain the critical documents (e.g. vouchers, customer requests with signature, statements, contract or payment notes, etc.)</p>
<p>LO2. Oversee Branch cash balancing and account reconciliation transaction</p>	<p>2.1 Perform branch cash and the security documents transactions (e.g. bank draft, gift checks, phone banking and online banking passwords, etc.) are in balance in a daily basis</p> <p>2.2 Conduct reconciliation in all account transactions and carry out book keeping of accounting information</p>
<p>LO3. Monitor counter service delivery and maintain good service quality by enhancing communication skills and problem solving skills</p>	<p>3.1 Review counter services and allocate resources/devices to different account services according to the importance and resources needs of different systems</p> <p>3.2 Employ effective communication skills to explain bank products and services</p> <p>3.3 Apply objection handling skills and problem solving skills to resolve</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	customers' objection and concern
LO4. Oversee compliance with defined standards in different units and ensure adherence to the bank guidelines	<p>4.1 Enforce compliance fulfillment in cross selling and promotional activities according to the regulations and bank's standards</p> <p>4.2 Implement guidelines for detecting, tracking, monitoring and recording compliance obligations and breaches related to counter services in branch</p> <p>4.3 Review the completeness of CDD documents</p> <p>4.4 Compare KYC related data with FATCA documents and take further action if any discrepancies found</p>
LO5. Undertake a supervisory role to drive for excellent counter performance	<p>5.1 Provide training and motivate staff for driving business referral opportunities and achieving service excellence</p> <p>5.2 Employ different communication strategies, delegation techniques and work arrangement to improve team coordination and service efficiency</p> <p>5.3 Demonstrate aspiration with high ethical standard and resilience to maintain high quality of work</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**

Scope of Learning	Qualifications (Operations Stream)	QF Level	Pathway					QF Level	Qualifications (Sales Stream)	Scope of Learning	
			Other Advanced Qualification for Career Progression								
		6						6	Postgraduate Certificate in Sales and Branch Management	<ol style="list-style-type: none"> Business and operation strategies formulation Branch risk and compliance management Sales performance management Branch operation management Leadership and people development Branch Accounting and financial management 	
<ol style="list-style-type: none"> Credit principles Credit life cycle and process Credit assessment Credit administration Credit monitoring and debt collection 	Professional Certificate in Retail Credit Management										
<ol style="list-style-type: none"> Local and global regulatory framework and requirements Professional ethics and code of conduct Customer Due Diligence (CDD) requirements Sales process control and monitoring 	Professional Certificate in Compliance Management	5							<ol style="list-style-type: none"> Knowledge on investment products and lending products Compliance requirements on investment products selling Customer relationship management Financial planning Sales activities planning and portfolio management 		
<ol style="list-style-type: none"> Branch operation control Service delivery and quality management Branch compliance and risk control People management 	Professional Certificate in Branch Banking Operations Management										
<ol style="list-style-type: none"> Operation support and supervision Branch cash balancing and account reconciliation Customer service monitoring Compliance assurance Supervisory skills 	Advanced Certificate in Branch Banking Operations	4							<ol style="list-style-type: none"> General banking knowledge and market information Customer relationship building Compliance, regulatory and CDD requirements Non-investment accounts management 		
<ol style="list-style-type: none"> General banking knowledge Customer service skill Compliance and regulatory requirements Counter transactions Cross selling and customer referral 	Certificate in Retail Banking Counter Services Delivery	3	Teller	Services & Operations Officer (SOO)	Services & Operations Manager (SOM)	Sales Quality Manager / Compliance Manager (SQM/ Compli Mgr)	Retail Banking Credit Manager (Cr Mgr)	Branch Manager / Team Head of RM (BM/ TH of RM)	Retail Banking Relationship Manager / Product Sales Specialist (RM/PSS)	Financial Services Officer (FSO)	

Teller	→	SOO & FSO
SOO	→	SOM, SQM/Compli Mgr & FSO
SOM	→	BM
FSO	→	RM/PSS
RM/PSS	→	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	→	Other Advanced Qualification

Services & Operations Manager

Reporting to the Branch Manager, this position is to ensure the smooth running of the operations of the branch, covering areas of risk management, staffing, customer service and deposit retentions. Key duties include monitoring service delivery, maintaining customer satisfaction levels, team supervision, problem resolution, compliance and control, staff development, productivity improvement and preparing various management reports on a regular basis.

Tasks:

Service Delivery	<ul style="list-style-type: none"> Responsible for client communications; and query and complaint management Handle all customer and contract related processes regarding request, verifications and modifications Work closely with branch staff on handling client complaints
Service Management	<ul style="list-style-type: none"> Monitor service performance of branch staff to ensure professional services delivery Manage service staff to reinforce the culture of service delivery
People Management	<ul style="list-style-type: none"> Communicate bank information to branch employees Monitor staffing and scheduling; make staffing adjustments and recommendations as necessary Supervise and support the routine operations of branches to ascertain adherence to proper procedures Supervise activities and performance of operations personnel Provide information and on-going feedback to branch staff regarding expectation and performance Provides input to the branch manager regarding annual performance reviews and professional development plans
Operations	<ul style="list-style-type: none"> Assist the Branch Manager to prepare and monitor budget and capital expenditures Responsible for implementation of branch policies and procedures Process day-to-day Privacy Act reports, performs annual review and prepare documents for all audit and exams as necessary Follow up with the review of overdue annual client profile and document outstanding accounts Manage, control and enhance branch operation processes and related system flow Manage equipment needs for the tellers and other branch personnel; analyze needs and budget accordingly
Compliance	<ul style="list-style-type: none"> Perform regular cash audits of teller counters, audit on other areas such as cash vault, ATM, Travelers checks and the

	safety deposit box area as required by audit guidelines
Compliance Checker	<ul style="list-style-type: none"> ● Review daily, weekly, monthly general ledger reconciliations for completeness and accuracy; and complete monthly review of all reconciliations for executive management review ● Review and approve all Currency Transaction Reports prior to submission to the Treasury ● Monitor and review bank's security procedures and control access to the vault and teller cash drawers, update as necessary ● Monitor for suspicious activity and report to the Compliance unit as appropriate ● Respond to false alarms and requests from law enforcement for assistance during business hours. Also act as an after business hour contact person for law enforcement
Banking Knowledge	<ul style="list-style-type: none"> ● Keep abreast of technology applications e.g digital banking and pay effort in service migration ● Keep abreast of current affairs and financial market development

Entry requirement:

University graduate with 1-2 years work experience as Branch Services and Operations Officer

Professional Certificate in Branch Banking Operations Management

Targeted Occupation:	Services & Operations Manager
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Enable learners to analyze, evaluate or synthesis information and issues by integrating the related policies and regulations into the branch operation activities ✧ Enable learners to apply advanced and specialized skills to perform tasks that involve planning, design and implementation of the in-branch banking operations strategies
Learning Outcomes:	<p>LO1 Review and design the in-branch daily operation procedures in alignment with the bank's branch banking operational policies and procedures for better control and efficiency</p> <p>LO2 Establish standards of counter service delivery and reinforce the culture of service excellence</p> <p>LO3 Oversee branch operations and risk control in compliance with the bank's guidelines and regulatory requirements</p> <p>LO4 Employ people management skills to improve team engagement and productivity</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Branch operations control ✧ Service delivery and quality management ✧ Branch compliance and risk control ✧ People management
Entry Requirements:	<ul style="list-style-type: none"> ✧ Completed Certificate in Branch Banking Operations OR ✧ Relevant working experience in branch operations
Employment Pathway:	The learning programme associated with the Professional Certificate in Branch Banking Operations Management (QF Level 5) is an advance development for branch banking services and operations officers. It covers learning activities

	<p>and work related intelligence at more advanced level for learners who are aiming to take up overall branch operations management responsibilities. Learners of this Professional Certificate can continue to widen and strengthen their employable competencies by attaining other advanced qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as Branch Banking Services and Operations Managers.</p> <p>With additional advanced training to meet occupational requirements, job opportunities as Branch Managers or other management positions at different disciplines of various banking sectors will also be available for the graduates; depending on their personal career goals. (Please refer to employment pathway diagram on p.43)</p>
QF Level:	5
QF Credits: (Indicative only)	60 (based on UoC mapping)

UoCs Mapping with Certificate Learning Outcomes (Services & Operations Manager)							
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4
Retail Banking Service Delivery	Oversee frontline branch service delivery	4	3				
	Handle issues of frontline branch services	4	3				
	Arrange products and services promotion in branch	4	3				
	Handle customer enquiry	4	3				
	Design service delivery activities for branch	5	4	✓	✓		
	Establish service standards of bank branch counter services	5	4	✓	✓		
Retail Banking Operations & Support	Plan and support branch operations implementation	4	3				
	Provide operations support on wealth management services	4	3				
	Execute daily operations in branches	3	3	✓	✓	✓	
	Design and review daily operation procedures	5	4	✓	✓	✓	
	Provide support to marketing and promotion activities	4	3	✓			
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3				
	Safeguard customer information to enhance security	3	3				
	Perform compliance control and monitoring functions	4	3				
	Conduct compliance monitoring procedures and handle breaching of laws	5	4			✓	
	Manage training and education on compliance	5	4				✓
	Monitor risks level of the operations	5	4	✓		✓	
	Design measures to alleviate and mitigate risks	5	4	✓		✓	
	Conduct risk assessment	5	4	✓		✓	
	Conduct audit reporting	4	3			✓	
Quality Management	Deliver excellent customer service	4	3				
	Handle feedback and complaints from customer	4	3				
	Develop and enforce performance standards in customer service	5	4		✓		
	Execute customer experience process improvement measures and controls	5	4		✓		
Sales & Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3				
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3				
General Management	Contribute innovative ideas for improving work performance and quality	4	3				
	Perform manpower planning	4	3				
	Manage the maintenance of office equipment	3	3				
People Management	Manage work performance of subordinates and take disciplinary actions on sub-standard performance	5	4				
	Monitor subordinates' behaviors to ensure staff professionalism	4	3				
	Execute disciplinary actions	4	3			✓	✓
	Develop and implement talent development activities	5	4				✓
Other Generic Functional Area	Manage changes in operations/ systems that affect customers	5	4	✓	✓	✓	

Total credit = 60

Notes:

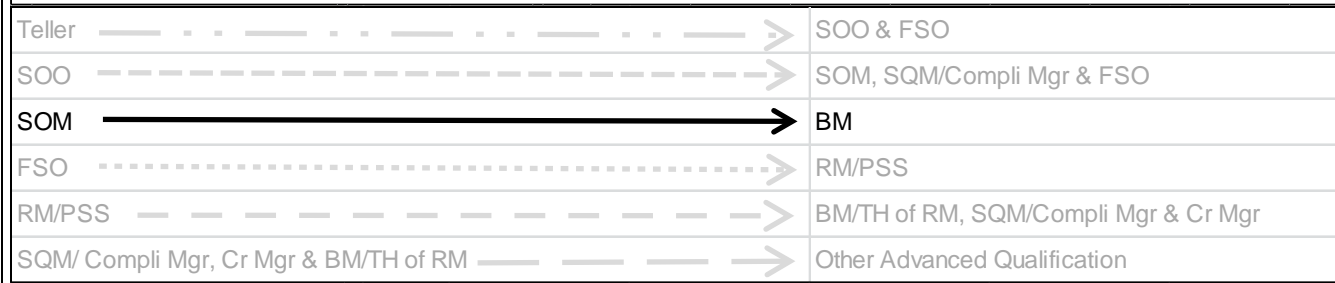
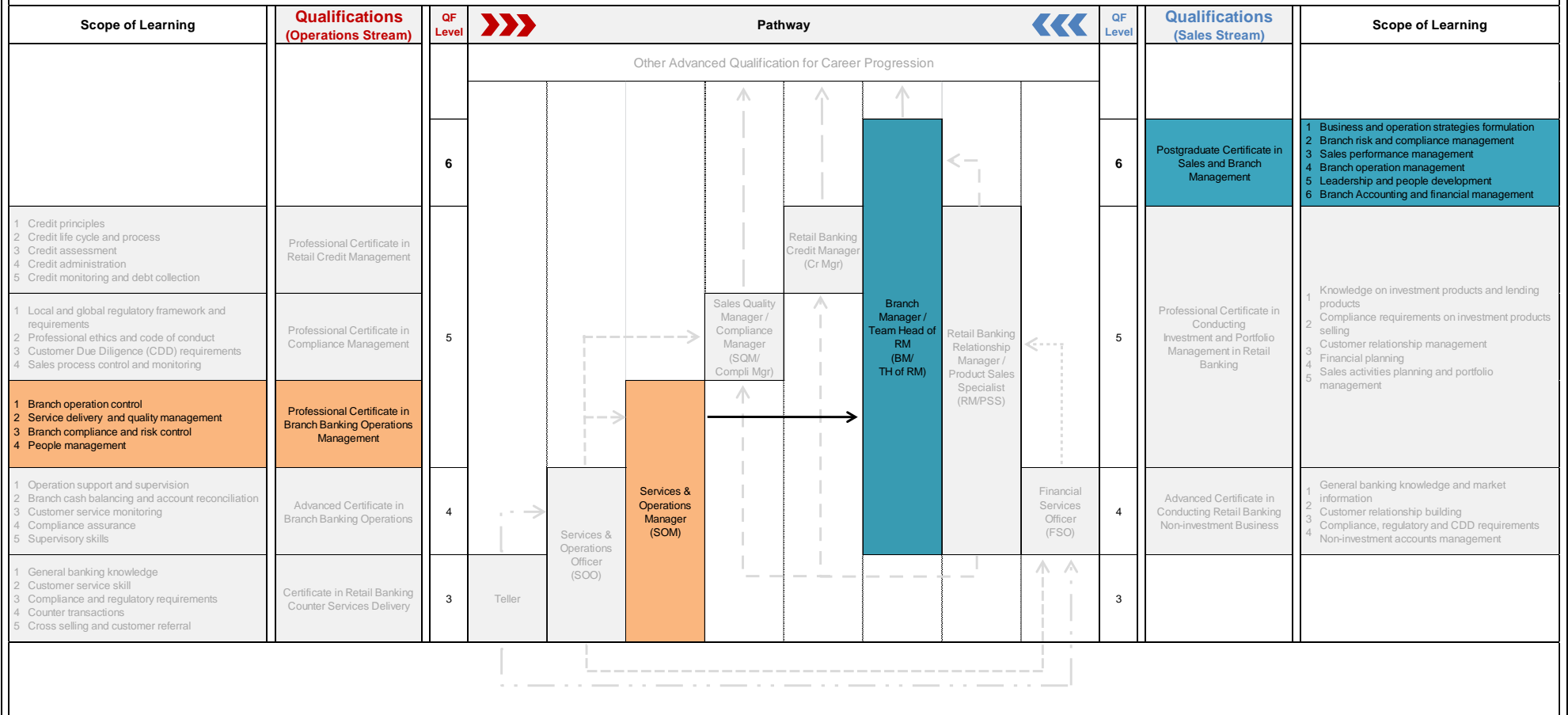
1. The Highlighted areas are covered in Advanced Certificate in Branch Banking Operations Management
2. The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.

3. *By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.*

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Review and design the in branch daily operation procedures in alignment with the bank's branch banking operational policies and procedures for better control and efficiency</p>	<p>1.1 Design in-branch operations procedures with alignment to the control principles and the bank's operations strategies</p> <p>1.2 Evaluate daily operations procedures and the service delivery activities of branches to identify irregularities and carry out suitable actions to ensure smooth branch operations</p>
<p>LO2. Establish standards of counter service delivery and reinforce the culture of service excellence</p>	<p>2.1 Analyze customer service data and formulate the in-branch service strategies and standards</p> <p>2.2 Review best practices in services and provide recommendations to improve the service quality standard of products and services offered</p> <p>2.3 Develop programmes (e.g. incentive scheme, quality service awards) to promote a quality culture</p> <p>2.4 Design in-branch marketing plan with relevant departments to support product campaigns or customers' utilization of financial technology services for enhancing customer experience</p>
<p>LO3. Oversee branch operations and risk control in compliance with the bank's guidelines and regulatory requirements</p>	<p>3.1 Identify the branch operations risk areas for assessment and monitoring</p> <p>3.2 Plan and organize actions for audit exercise and process improvement</p> <p>3.3 Monitor and assess the security of property management (e.g. counter devices, platforms, security systems, etc.) and review on a regular basis</p> <p>3.4 Review branch ledger reconciliations for management review</p> <p>3.5 Evaluate the complex transactions and report any suspicious transactions to prevent money laundering and fraud</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	<p>cases</p> <p>3.6 Execute appropriate disciplinary actions according to the seriousness of the misconduct</p>
<p>LO4. Employ people management skills to improve team engagement and productivity</p>	<p>4.1 Engage and motivate branch employees to achieve high quality performance in branch operations</p> <p>4.2 Analyze the performance problems with subordinates, identify the causes, formulate solutions and follow-up actions through training or coaching</p> <p>4.3 Perform manpower planning and demonstrate effective personnel management and administration including recruiting, interviewing, selection procedures and capacity planning for branch operation staff</p> <p>4.4 Provide suitable development opportunities to nurture talents especially in branch operation area</p> <p>4.5 Assist subordinates in achieving career aspiration and provide input to the branch manager through performance management process</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**



Financial Services Officer

The Financial Services Officer is responsible for promoting various financial products (except investment products) and personal wealth management services; providing quality services to mass market customers transacting at branches; and proactively explore business opportunities.

Tasks:

Sales Performance	<ul style="list-style-type: none">• Proactively solicit referrals from existing customers to expand customer base• Generate business through cross-selling to existing customers• Implement and participate in promotional programs to acquire new business
Service Delivery	<ul style="list-style-type: none">• Ensure high level of customer service is provided• Proactively identify customers' needs and cross-refer potential high-end clients• Participate in customer activities and retention programs to maximize customer loyalty
Operations	<ul style="list-style-type: none">• Assist in performing operations control duties if required• Follow up on customer transactions conducted and carry out operation duties
Compliance	<ul style="list-style-type: none">• Observe internal control procedures and regulatory requirements, and report suspicious activity e.g. KYC, AML, fraud detection• Enforce established sales procedures to prevent mis-selling• Exercise risk assessment for clients through all necessary procedures
Banking Knowledge	<ul style="list-style-type: none">• Keep abreast of technology applications e.g digital banking and pay effort in service migration• Keep abreast of current affairs and financial market development

Entry requirement:

University graduate (business, economics or related discipline preferred)

Advanced Certificate in Conducting Retail Banking Non-investment Business

Targeted Occupation:	Financial Services Officer
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Equip learners with necessary banking knowledge and market information to perform retail banking non-investment business independently ✧ Provide opportunities for learners to develop the necessary skills and competences to start a sales career in the banking industry
Learning Outcomes:	<p>LO1 Understand the banking environment and relate banking products and services (e.g. deposit, loans, mortgage and credit cards, etc.) to their role</p> <p>LO2 Build and maintain customer relations by applying effective customer service and communication skills</p> <p>LO3 Adhere to CDD procedures and understand how banking related regulations, internal guidelines and code of conduct may affect the daily tasks execution and selling activities</p> <p>LO4 Generate sales opportunities by deepening product penetration to retail customers</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ General banking knowledge and market information ✧ Customer relationship building ✧ Compliance, regulatory and CDD requirements ✧ Non-investment accounts management
Entry Requirements:	<ul style="list-style-type: none"> ✧ Completed the Certificate in Retail Banking counter Services or Advanced Certificate in Branch Banking Operations ✧ University graduates of Business, Economics or related disciplines AND ✧ Is interested in starting a sales career in the banking industry
Employment Pathway:	The learning programme associated with the Advanced

	<p>Certificate in Conducting Retail Banking Non-investment Business (QF Level 4) is committed to developing the branch banking tellers or services and operations officers by ensuring that career development skills are embedded in all learning activities and work-related learning activities are widely available to learners. Learners of this Advanced Certificate can continue to widen and strengthen their employable competencies by attaining other related qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as branch banking financial services officers.</p> <p>With additional training to meet occupational requirements, further career progression opportunities as branch banking relationship managers will be available for the learners. (Please refer to employment pathway diagram on p.50)</p>
QF Level:	4
QF Credits: (Indicative only)	24 (based on UoC mapping)

UoCs Mapping with Certificate Learning Outcomes (Financial Services Officer)							
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4
Retail Banking Service Delivery	Handle customer's enquiries in relation to account services and services offered via digital banking platforms	3	3				
	Open bank accounts for customers	3	3				
	Handle customer enquiry	4	3				
	Handle applications of general insurance and saving products	3	3		✓	✓	
	Conduct financial planning assessment for customers	4	3		✓	✓	
	Conduct regular review on customer's financial portfolio	4	3		✓	✓	✓
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3				
	Safeguard customer information to enhance security	3	3				
Quality Management	Deliver excellent customer service	4	3				
	Handle feedback and complaints from customer	4	3				
Sales & Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3				
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3				
	Perform customer needs analysis and risk profiling	4	3		✓	✓	✓
	Explain recommendations on bank products and services to customers	3	3	✓	✓	✓	✓
	Gain customer commitment in buying products and services	4	3	✓	✓	✓	✓
	Organise, review and analyse customer data to identify sales lead	4	3		✓		
	Record and report sales activities	3	3				✓

Total credit = 24

Notes:

1. The highlighted areas are covered in Certificate in Retail Banking Counter Services and Professional Certificate in Branch Banking Operations Management
2. The list of UoCs listed here is for reference only. There is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
3. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Understand the banking environment and relate banking products and services (e.g. deposit, loans, mortgage and credit cards, etc.) to their role</p>	<p>1.1 Provide an overview on the HK banking system and how a bank operates as a business</p> <p>1.2 Describe the general banking products and services</p> <p>1.3 Relate the retail products and services to their role</p>
<p>LO2. Build and maintain customer relations by applying effective customer service and communication skills</p>	<p>2.1 Identify the customers' needs and offer value-added services to customers proactively</p> <p>2.2 Employ effective communication skills to explain bank products and services to customers with detailed product descriptions, benefits highlights and sound reasoning</p> <p>2.3 Adopt customer-centric mindset and demonstrate excellent customer service behaviours when interacting with different customers from different channel</p> <p>2.4 Apply objection and complaint handling skills</p> <p>2.5 Support smooth frontline operation in branch (e.g. direct customer traffic to ensure operational efficiency) to enhance customer experience</p>
<p>LO3. Adhere to CDD procedures and understand how banking related regulations, internal guidelines and code of conduct may affect the daily tasks execution and selling activities</p>	<p>3.1 Perform customer due diligence accurately with relevant supporting documents and proper procedures</p> <p>3.2 Integrate relevant regulations and code of conduct regarding different bank services (e.g. security, investment, insurance, MPF and saving products) to prevent breaching of law</p> <p>3.3 Demonstrate positive behaviour to protect customer's privacy and personal data in order to avoid data leakage</p> <p>3.4 Observe and report any suspicious</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	activities and fraud cases to prevent money laundering
LO4. Generate sales opportunities by deepening product penetration to retail customers	<p>4.1 Organize existing account information and intelligence from different sources to identify prospects for sales call</p> <p>4.2 Proactively solicit referrals from existing customers to expand customer base</p> <p>4.3 Conduct financial planning assessment, need analysis and risk profiling to identify customer needs and refer to relevant business units as required</p> <p>4.4 Generate products or services cross-selling opportunities proactively to deepen product penetration</p> <p>4.5 Conduct promotional activities proactively in branch to create business opportunities</p> <p>4.6 Promote digital banking or other services to enhance customer experience</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**

Scope of Learning	Qualifications (Operations Stream)	QF Level	Pathway					QF Level	Qualifications (Sales Stream)	Scope of Learning
			Other Advanced Qualification for Career Progression							
		6						6	Postgraduate Certificate in Sales and Branch Management	<ol style="list-style-type: none"> Business and operation strategies formulation Branch risk and compliance management Sales performance management Branch operation management Leadership and people development Branch Accounting and financial management
<ol style="list-style-type: none"> Credit principles Credit life cycle and process Credit assessment Credit administration Credit monitoring and debt collection 	Professional Certificate in Retail Credit Management									
<ol style="list-style-type: none"> Local and global regulatory framework and requirements Professional ethics and code of conduct Customer Due Diligence (CDD) requirements Sales process control and monitoring 	Professional Certificate in Compliance Management	5								
<ol style="list-style-type: none"> Branch operation control Service delivery and quality management Branch compliance and risk control People management 	Professional Certificate in Branch Banking Operations Management									
<ol style="list-style-type: none"> Operation support and supervision Branch cash balancing and account reconciliation Customer service monitoring Compliance assurance Supervisory skills 	Advanced Certificate in Branch Banking Operations	4								
<ol style="list-style-type: none"> General banking knowledge Customer service skill Compliance and regulatory requirements Counter transactions Cross selling and customer referral 	Certificate in Retail Banking Counter Services Delivery	3	Teller	Services & Operations Officer (SOO)	Services & Operations Manager (SOM)	Sales Quality Manager / Compliance Manager (SQM/ Compli Mgr)	Retail Banking Credit Manager (Cr Mgr)	Branch Manager / Team Head of RM (BM/ TH of RM)	Retail Banking Relationship Manager / Product Sales Specialist (RM/PSS)	Financial Services Officer (FSO)

Teller	→	SOO & FSO
SOO	→	SOM, SQM/Compli Mgr & FSO
SOM	→	BM
FSO	→	RM/PSS
RM/PSS	→	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	→	Other Advanced Qualification

Relationship Manager (RM)

This position is responsible for acquiring, developing and maintaining customer relationships of high-net-worth customers through providing quality and professional service directed to their personal financial and investment needs.

Tasks:

Sales Performance	<ul style="list-style-type: none">• Conduct regular customer profile analysis and identify cross-selling opportunities, and conduct sales presentation• Actively participate in marketing and promotional programs to acquire new business• Solicit referrals from existing customers or other staff
Service Delivery	<ul style="list-style-type: none">• Provide financial planning services to high-net-worth customers• Develop need-based financial plans for individual customers• Participate in customer activities and retention programs to maximize customer loyalty• Analyze and monitor market trends and performance of customers' investment portfolios• Provide customers with regular market information updates and trend analysis
Operations	<ul style="list-style-type: none">• Build an information database on existing high end customers to support relationship and cross-selling efforts
Compliance	<ul style="list-style-type: none">• Manage operational risk, including identification, assessment, mitigation and controls• Enforce established sales procedures to prevent mis-selling• Observe internal control procedures and regulatory requirements, and report suspicious activity e.g. KYC, AML, fraud detection• Exercise risk assessment for clients through all necessary procedures
Banking Knowledge	<ul style="list-style-type: none">• Keep abreast of technology applications e.g digital banking and pay effort in service migration• Keep abreast of current affairs and financial market development

Entry requirement:

University graduate (business, economics or related discipline preferred) with 2-3 years' work experience as Financial Services Officer

Product Specialist – Investment / Insurance / General Products

This position is responsible for acquiring, developing and maintaining customer relationships in order to achieve sales targets of investment / insurance / mortgage or other products though providing quality and professional service directed to the customers' personal insurance investment or other financial needs. Distinct from RM, product specialist focuses on the sales of particular product groups and provides sales specialist's support to other sales counterparties so as to uplift their product knowledge (e.g. investment, insurance, mortgage or other products which the product specialist is accountable). Product specialist also implements sales action plans in accord with the business strategies developed by the management team.

Tasks:

Sales Performance	<ul style="list-style-type: none"> • Conduct regular customer profile analysis and identify cross-selling opportunities, and conduct sales presentation • Actively participate in marketing and promotional programs to acquire new business on the assigned products • Solicit referrals from existing customers or other staff members to expand customer base on particular products • Achieve the assigned sales targets for specific products by collaboration with assigned branches to implement sales plans • Partner with other sales team members to conduct customer sales call
Service Delivery	<ul style="list-style-type: none"> • Provide financial planning services to customers with financial needs on particular products • Develop need-based financial plans for individual customers • Participate in customer activities and retention programs to maximize customer loyalty • Analyze and monitor market trends and performance of customers' investment / insurance portfolios • Provide customers with regular market information updates and trend analysis on specific product groups
Operations	<ul style="list-style-type: none"> • Build an information database on existing customers to support relationship and cross-selling efforts
People Management (Training & Advice)	<ul style="list-style-type: none"> • Provide guidance and training for branch staff to enhance their knowledge on specific products as well as to ensure full compliance of regulatory requirements and internal standards • Design and execute sales and marketing initiatives such as customer and branch employees product seminars, direct marketing for target customers, etc.
Compliance	<ul style="list-style-type: none"> • Manage operational risk, including identification, assessment, mitigation and controls • Enforce established sales procedures to prevent mis-selling

	<ul style="list-style-type: none"> • Observe internal control procedures and regulatory requirements, and report suspicious activity e.g. KYC, AML, fraud detection • Exercise risk assessment for clients through all necessary procedures
Banking Knowledge	<ul style="list-style-type: none"> • Keep abreast of technology applications e.g digital banking and pay effort in service migration • Keep abreast of current affairs and financial market development • Keep abreast of the latest compliance requirements and to comply with internal policies and standards

Entry requirement:

University graduate (business, economics or related discipline preferred) with 2-3 years' work experience as Financial Services Officer

Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking

Targeted Occupation:	Retail Banking Relationship Managers/ Product Sales Specialist
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Equip learners with pre-requisite knowledge and skills on investment products and lending products ✧ Enable learners to relate the essentials of Code of Banking Practice, professional ethics of bankers and compliance requirements to financial planning process and investment products selling ✧ Enhance the necessary skills in building customer relationship, portfolio management and professional skills in structuring a financial plan to meet customers' needs
Learning Outcomes:	<p>LO1 Interpret how the banking products and services can match with the needs and risk appetite of customers</p> <p>LO2 Comply with external regulations and internal standards to ensure compliance fulfillment during each of the sales process</p> <p>LO3 Deepen customer relationship and experience through application of customer relationship management tactics</p> <p>LO4 Provide 'one-stop' solution to customers by applying financial planning process</p> <p>LO5 Generate sales opportunities by effective sales activities planning and portfolio management</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Knowledge on investment products and lending products ✧ Compliance requirements on investment products selling ✧ Customer relationship management ✧ Financial planning ✧ Sales activities planning and portfolio management
Entry Requirements:	✧ University graduates, study in Business, Economics or related disciplines AND

	<ul style="list-style-type: none"> ✧ Completed the Advanced Certificate in Conducting Retail Banking Non- Investment Business ✧ OR ample working experience as Financial Services Officer
Employment Pathway:	<p>The learning programme associated with the Professional Certificate in Conducting Retail Banking Investment and Portfolio Management (QF Level 5) is a continuous development for branch banking financial services officers. The learning objectives and associated content covered by this programme warrants that specialized career development skills and work related intelligence required by frontline sales and customer relationship management occupations are embedded in the learning activities. Learners of this Professional Certificate can continue to widen and strengthen their employable competencies by attaining other related qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Professional Certificate, graduates will have the competencies to take up job positions as branch banking relationship managers or product sales specialist.</p> <p>With additional training to meet occupational requirements, other job opportunities in compliance, sales quality control, credit management or sales management will also be available for the learners in the future; depending on their personal career goals. (Please refer to employment pathway diagram on p.59)</p>
QF Level:	5
QF Credits: (Indicative only)	25 (based on UoC mapping)

UoCs Mapping with Certificate Learning Outcomes (Retail Banking Relationship Managers/ Product Sales Specialist)								
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4	LO5
Retail Banking Service Delivery	Handle customer's enquiries in relation to account services and services offered via digital banking platforms	3	3					
	Open bank accounts for customers	3	3					
	Provide consultative advice to customers on loan product alternatives and related credit risk	5	4					
	Handle applications of general insurance and saving products	3	3					
	Conduct financial planning assessment for customers	4	3					
	Conduct regular review on customer's financial portfolio	4	3					
	Handle customer enquiry	4	3					
	Handle applications of investment and investment linked insurance products	4	3	✓	✓	✓	✓	
	Provide investment, insurance or saving options to customers	5	4	✓	✓	✓	✓	✓
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3					
	Safeguard customer information to enhance security	3	3					
Quality Management	Deliver excellent customer service	4	3					
	Handle feedback and complaints from customer	4	3					
Sales and Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3					
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3					
	Perform customer needs analysis and risk profiling	4	3					
	Explain recommendations on bank products and services to customers	4	3					
	Gain customer commitment in buying products and services	4	3					
	Organise, review and analyse customer data to identify sales lead	4	3					
	Record and report sales activities	3	3					
	Develop recommendations on bank products and services to customers	5	4	✓	✓	✓	✓	✓
	Handle customer's objection on products and services recommendations	4	3			✓		
	Design and implement customer profile and sales record analytics	5	4			✓	✓	✓
Develop cross-border customer relationship through provision of market update information	5	4			✓	✓	✓	
General Management	Execute regular sales planning activities	4	3					✓

Total credit = 25

Notes:

- The highlighted areas are covered in Advanced Certificate in Conducting Retail Banking Non-investment Business*
- The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.*
- By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme*

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Interpret how the banking products and services can match with the needs and risk appetite of the customers</p>	<p>1.1 Describe and differentiate the key features of the investment and lending products and relate how the products can match with the needs and risk appetite of the customers</p> <p>1.2 Assess market information and provide the relevant updates and trend analysis data on specific investment products and lending products to customers</p>
<p>LO2. Comply with external regulations and internal standards to ensure compliance fulfillment during each of the sales process</p>	<p>2.1 Keep abreast with the latest compliance requirements in investment selling activities</p> <p>2.2 Comply with relevant banking regulations, code of conduct and internal investment product sales process while offering advice and presenting the products to customers</p> <p>2.3 Protect the bank's interest by exercising risk assessment and reiterating the investment risks to customers to ensure the product recommendations can match with their risk appetite and avoid mis-selling</p> <p>2.4 Exercise proper procedures of customer due diligence to prevent any suspicious activities and fraud cases</p> <p>2.5 Report any suspicious transactions to the parties concerned</p> <p>2.6 Ensure compliance with licensing requirements (e.g. proper licensing registration, CPT & CPD fulfillments)</p>
<p>LO3. Deepen customer relationship and experience through application of customer relationship management tactics</p>	<p>3.1 Adopt customer-centric mindset and proactively deliver excellent services to exceed customer expectation</p> <p>3.2 Employ customer relationship management tactics to increase customer engagement, e.g. build customer rapport while uncovering customers' need; invite customers to attend investment seminars; provide</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	relevant market update to customers regularly & etc.
LO4. Provide 'one-stop' solution to customers by applying financial planning process	<p>4.1 Apply financial planning process and skills to address customer needs</p> <p>4.2 Provide financial planning recommendations to fulfill sophisticated customer needs and financial goals and get involved the experts or product specialists involved, if necessary</p>
LO5. Generate sales opportunities by effective sales activities planning and portfolio management	<p>5.1 Formulate individual sales activities plan based on relevant sales data and information to prospect new customers and engage existing customers</p> <p>5.2 Apply portfolio management process to generate opportunities from existing customers and solicit customer referrals</p> <p>5.3 Adopt different communication strategies to collaborate with team members or product specialists to achieve sales performance for self and the team</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**

Scope of Learning	Qualifications (Operations Stream)	QF Level	Pathway					QF Level	Qualifications (Sales Stream)	Scope of Learning	
			Other Advanced Qualification for Career Progression								
		6						6	Postgraduate Certificate in Sales and Branch Management <ol style="list-style-type: none"> Business and operation strategies formulation Branch risk and compliance management Sales performance management Branch operation management Leadership and people development Branch Accounting and financial management 		
<ol style="list-style-type: none"> Credit principles Credit life cycle and process Credit assessment Credit administration Credit monitoring and debt collection 	Professional Certificate in Retail Credit Management										
<ol style="list-style-type: none"> Local and global regulatory framework and requirements Professional ethics and code of conduct Customer Due Diligence (CDD) requirements Sales process control and monitoring 	Professional Certificate in Compliance Management	5							<ol style="list-style-type: none"> Knowledge on investment products and lending products Compliance requirements on investment products selling Customer relationship management Financial planning Sales activities planning and portfolio management 		
<ol style="list-style-type: none"> Branch operation control Service delivery and quality management Branch compliance and risk control People management 	Professional Certificate in Branch Banking Operations Management										
<ol style="list-style-type: none"> Operation support and supervision Branch cash balancing and account reconciliation Customer service monitoring Compliance assurance Supervisory skills 	Advanced Certificate in Branch Banking Operations	4							<ol style="list-style-type: none"> General banking knowledge and market information Customer relationship building Compliance, regulatory and CDD requirements Non-investment accounts management 		
<ol style="list-style-type: none"> General banking knowledge Customer service skill Compliance and regulatory requirements Counter transactions Cross selling and customer referral 	Certificate in Retail Banking Counter Services Delivery	3	Teller	Services & Operations Officer (SOO)	Services & Operations Manager (SOM)	Sales Quality Manager / Compliance Manager (SQM/ Compli Mgr)	Retail Banking Credit Manager (Cr Mgr)	Branch Manager / Team Head of RM (BM/ TH of RM)	Retail Banking Relationship Manager / Product Sales Specialist (RM/PSS)	Financial Services Officer (FSO)	

Teller	→	SOO & FSO
SOO	→	SOM, SQM/Compli Mgr & FSO
SOM	→	BM
FSO	→	RM/PSS
RM/PSS	→	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	→	Other Advanced Qualification

Branch Manager

The Branch Manager is responsible for formulating and implementing localized sales and marketing plans in accord with the Bank's policy and to give directives and offer guidance on all operational and personnel matters to all employees in the branch.

Tasks:

Business Strategies	<ul style="list-style-type: none"> • Manage the branch to achieve assigned performance targets • Formulate directives of identifying business opportunities • Develop and implement business and customer service strategies • Monitor, update, review and implement branch sales plan • Effectively allocate branch resources, including manpower, operational costs, promotion budgets etc.
Sales Performance Management	<ul style="list-style-type: none"> • Achieve overall branch sales performance objectives and targets on individual products by monitoring subordinates • Monitor and review sales performance goals of individual marketing officer • Provide sales coaching and training to marketing staff of the branch, jointly tackle difficulties encountered by them • Manage and assess performance of sales and operational staff • Assertively manage unsatisfactory performers
Service Delivery	<ul style="list-style-type: none"> • Work closely with branch staff on handling customer complaints
Service Management	<ul style="list-style-type: none"> • Monitor service performance of branch staff to ensure professional services delivery • Manage service staff to reinforce the culture of service delivery
People Management	<ul style="list-style-type: none"> • Communicate bank information to branch employees • Maintain high team morale by motivating and recognizing staff • Ensure staff fulfill the CPD (continuous professional development) requirements and encourage them to undergo relevant training for professional competence • Provide sufficient communication, guidance and coaching in staff career development
Compliance Checker	<ul style="list-style-type: none"> • Manage operational risk, including identification , assessment, mitigation and controls • Ensure application of control measures to minimize risk exposure of the Bank
Banking Knowledge	<ul style="list-style-type: none"> • Keep abreast of technology applications e.g digital banking and pay effort in service migration • Keep abreast of current affairs and financial market development

Entry requirement:

University graduate with more than 5 years' work experience in Branch Banking (in managerial positions)

Team Head of Relationship Manager

The Team Head of Relationship Manager is responsible for formulating and implementing localized sales and marketing plans to achieve assigned business targets; improving branch staff capability and performance such as sales, service quality, productivity and compliance and regulatory awareness. The position of Team Head performs limited supervisory and training duties that include management and training of sales staff.

Tasks:

Sales Performance	<ul style="list-style-type: none"> Organize promotional activities for acquiring new business Actively participate in marketing and promotional programs to acquire new business
Sales Performance Management	<ul style="list-style-type: none"> Motivate the performance of team members to improve sales performance, efficiency and enhance customer experience Provide sales coaching and training to individual RM of the team, jointly tackle difficulties encountered by them Monitor, review and implement team sales goals and process Monitor and review sales performance goals of individual RM
Service Delivery	<ul style="list-style-type: none"> Provide financial planning services to high-net-worth customers Develop need-based financial plans for individual customers Participate in customer activities and retention programs to maximize customer loyalty Analyze and monitor market trends and performance of customers' investment portfolios Provide customers with regular market information updates and trend analysis Work closely with branch staff on handling customer complaints
Service Management	<ul style="list-style-type: none"> Suggest and implement sound policies to proactively develop or maintain fruitful relationship with customers
Compliance	<ul style="list-style-type: none"> Enforce established sales procedures to prevent mis-selling Observe internal control procedures and regulatory requirements, and report suspicious activity e.g. KYC, AML, fraud detection Exercise risk assessment for clients through all necessary procedures Manage operational risk, including risk identification, assessment, mitigation and controls
Compliance Checker	<ul style="list-style-type: none"> Monitor sales procedures to prevent mis-selling, breaching of Bank policy standards and regulatory requirements; and report as appropriate Ensure application of control measures to minimize risk

	exposure of the Bank
Banking Knowledge	<ul style="list-style-type: none">• Keep abreast of technology applications e.g digital banking and pay effort in service migration• Keep abreast of current affairs and financial market development

Entry requirement:

University graduate (business, economics or related discipline preferred) with 2 years work experience as RM

Postgraduate Certificate in Sales and Branch Management

Targeted Occupation:	Branch Manager/ Team Head of Retail Banking Relationship Manager
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Enable learners to synthesize broad range of knowledge and advanced skills to deal with comprehensive branch management functions at branch ✧ Enable learners to use critical evaluation to perform complex tasks that involve strategies formulation, planning and implementation in branch
Learning Outcomes:	<p>LO1 Design and formulate business and operation strategies to drive for performance</p> <p>LO2 Identify and assess risks at branches and apply control measures to minimize the risks and ensure the branch is in compliance with the operations standards and other regulatory requirements</p> <p>LO3 Review and manage the sales results against the branch sales target</p> <p>LO4 Evaluate branch operations efficiency and design proper procedures for enhancing operations flow and service delivery</p> <p>LO5 Formulate people management strategies to drive for business performance and people development</p> <p>LO6 Apply the accounting and financial management principles and requirements at branches</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Business and operation strategies formulation ✧ Branch risk and compliance management ✧ Sales performance management ✧ Branch operation management ✧ Leadership and people development ✧ Branch accounting and financial management
Entry Requirements:	✧ University graduates, study in Business, Economics or related disciplines AND

	<ul style="list-style-type: none"> ✧ Completed Professional Certificate in Conducting Retail banking Investment and Portfolio Management AND Professional Certificate in Branch Banking Operations Management OR ✧ Ample working experience as Relationship Manager OR ✧ Ample experience at managerial positions in branch banking
Employment Pathway:	<p>The learning programme associated with the Postgraduate Certificate in Sales and Branch Management (QF Level 6) is the professional development for branch banking relationship managers or services and operations managers. The learning objectives and associated content covered by this programme warrants that specialized career development skills and work related intelligence required by branch management occupations are widely available in the learning activities. Learners of this Postgraduate Certificate can continue to widen and strengthen their employable competencies by attaining other advanced qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as Branch Managers or Team Heads of Relationship Managers who manage full scope of branch management in retail banking.</p> <p>With additional advanced training to meet occupational requirements, more career progression opportunities in management functions of various banking sectors will be available. (Please refer to employment pathway diagram on p.71)</p>
QF Level:	6
QF Credits: (Indicative only)	203 (based on UoC mapping)

Part One of Postgraduate Certificate in Sales and Branch Management

UoCs Mapping with Certificate Learning Outcomes (Branch Manager/ Team Head of Retail Banking Relationship Managers)										
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4	LO5	LO6	
Retail Banking Service Delivery	Design service delivery activities for branch	5	4							
	Establish service standards of bank branch counter services	5	4							
	Handle customer enquiry (also learned at RM program)	4	3							
Retail Banking Operations & Support	Plan and support branch operations implementation	4	3							
	Provide support to marketing and promotion activities	4	3							
Compliance & Risk Management	Conduct compliance monitoring procedures and handle breaching of laws	5	4							
	Comply regulatory requirements and internal procedures during job execution	3	3							
	Establish and implement risk management plan	6	4		✓					
	Conduct risk assessment	5	4							
	Monitor risks level of the operations	5	4							
	Design measures to alleviate and mitigate risks	5	4							
	Analyse business impact due to different kinds of disasters	5	4		✓					
	Develop business continuity plan	5	4		✓					
	Evaluate effectiveness of business continuity plan	5	4		✓					
	Oversee regulatory reporting	5	4		✓					
	Conduct audit reporting	4	3							
Quality Management	Develop and enforce performance standards in customer service	5	4							
	Deliver excellent customer service (also learned at RM program)	4	3							
	Handle feedback and complaints from customer (also learned at RM program)	4	3							
Sales & Relationship	Identify business opportunities to maximize the sales of products and services	6	4	✓		✓				
	Formulate sales strategies and targets	6	4	✓		✓				
	Develop sales plan and implementation details for different teams	5	4					✓	✓	
	Develop recommendations on bank products and services to customers	5	4							
	Perform customer needs analysis and risk profiling	4	3							
	Explain recommendations on bank products and services to customers	4	3							
	Handle customer's objection on products and services recommendations	4	3							
	Gain customer commitment in buying products and services	4	3							
	Organise, review and analyse customer data to identify sales lead	4	3							
	Track and monitor sales activities	5	4			✓			✓	
	Perform sales leads management	4	3			✓				
	Perform compliance control and monitoring functions	4	3		✓					
	Perform retail banking sales forecasting	6	4			✓			✓	
	Employ different approaches to disseminate latest product knowledge and market information	4	3						✓	
	Demonstrate customer oriented behaviour to meet the bank's customer-centric value (also learned at RM program)	4	3							
	Keep in pace with the development of financial technology to ensure one's technology proficiency (also learned at RM program)	4	3							
	Design and implement customer profile and sales record analytics	5	4							
Develop cross-border customer relationship through provision of market update information	5	4								

General Management	Set sales target for sales team or individual sales staff	5	4			✓		✓	
	Perform sales coaching	5	4			✓		✓	
	Manage and evaluate sales performance	5	4			✓		✓	
	Develop sales related competences of sales force	5	4			✓		✓	
	Contribute innovative ideas for improving work performance and quality	4	3						
	Execute regular sales planning activities	4	3						
	Perform manpower planning	4	3						
People Management	Monitor subordinates' behaviors to ensure staff professionalism	4	3						
	Execute disciplinary actions	4	3						
	Manage work performance of subordinates and take disciplinary actions on sub-standard performance	5	4						
	Develop and implement talent development activities	5	4						
Other Generic Functional Area	Manage changes in operations/ systems that affect customers	5	4						
	Manage self to adapt to an ever changing working environment	4	3					✓	

Part one credits = 68

Part Two of Postgraduate Certificate in Sales and Branch Management

Quality Management	Monitor and control quality of product and services offered	5	4		✓		✓		
	Identify areas required for quality enhancement	5	4				✓		
	Design measures to improve existing processes	5	4				✓		
	Identify measures to improve customer experience	5	4				✓		
Strategic Business Development	Anticipate global economic development	6	4	✓					
	Analyse profit potential of different markets / regions	6	4	✓					
	Determine approach in achieving the business strategies	6	4	✓					
	Develop business plan and action items for the identified business strategies	5	4	✓					
	Monitor implementation of business plan to ensure achievement of desired results	5	4	✓		✓		✓	
	Evaluate achievement of business initiatives and improve their effectiveness	5	4			✓		✓	
	Prepare budget to support business development strategies	5	4						✓
	Conduct budget monitoring	5	4						✓
	Manage financial database and accounting book	4	3					✓	
	Develop and implement Corporate Responsibility initiatives	5	4					✓	
	Promote Corporate Responsibility to engage internal and external stakeholders	4	3					✓	
Promulgate financial technology mission of the bank and develop talents in digital banking	5	4					✓		
General Management	Define the job role of each position and conduct job evaluation	4	3					✓	
	Identify suitable person to fill up job vacancy	4	3					✓	
	Implement performance management system	4	3					✓	
	Build alignment among different team members to work towards a unified goal	6	4	✓		✓		✓	
	Solve problems and make decision creatively to maximize efficiency	5	4		✓		✓	✓	

People Management	Execute employee engagement plan and activities	4	3					✓	
	Support subordinates in achieving their career aspiration	5	4					✓	
	Supervise team members in accomplishing task assignments during the course of work	5	4					✓	
	Improve coordination and team performance	4	3					✓	
Other Generic Functional Area	Plan for resources allocation	5	4					✓	
	Expand existing resources pool	5	4					✓	
	Maximise utilization of different resources	5	4					✓	
	Develop change management strategies	6	4	✓				✓	✓
	Implement change management plan and provide support for staff adaptation	5	4					✓	
	Redesign work process in response to changes	5	4				✓		
	Set up project/ program team and establish infrastructure	5	4					✓	
	Develop implementation plan of the project/ program	5	4				✓	✓	
	Monitor project/ program implementation progress	5	4				✓	✓	
	Execute the actions according to the project/ programme management plan	4	3					✓	
	Assess and report the results of project/ program	4	3					✓	

Part two credits = 135

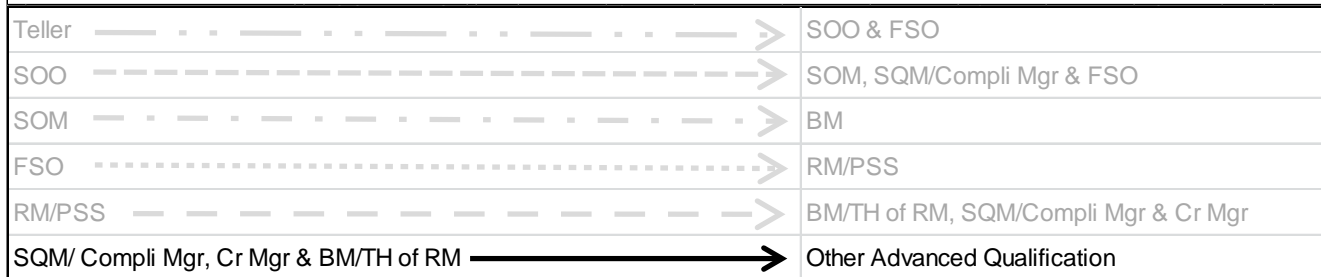
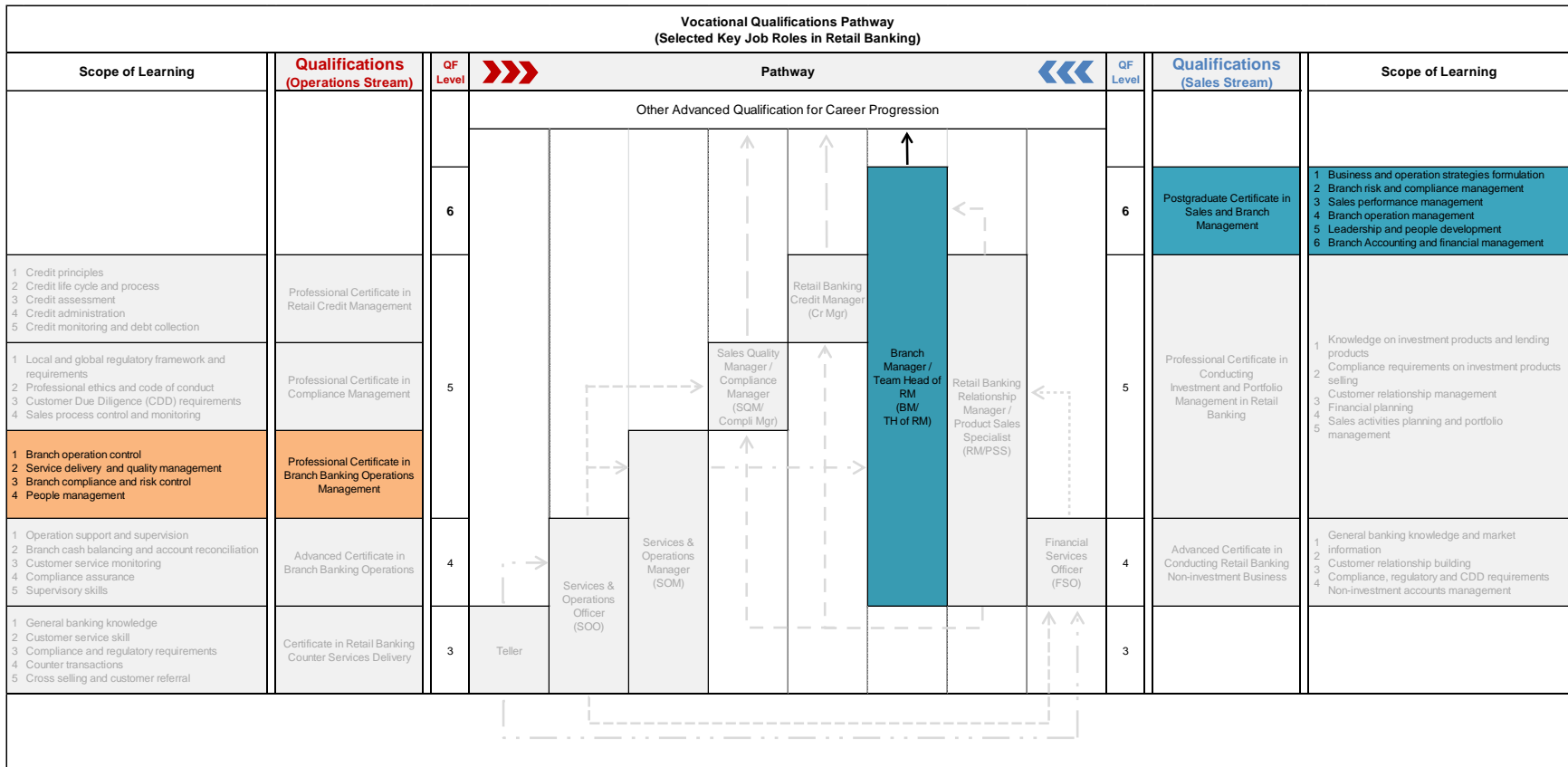
Total Credits (Part one and Part two) = 203

Notes:

1. The highlighted areas are covered in Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking (in blue) and Professional Certificate in Branch Banking Operations Management (in orange). For those who move up from Relationship Manager role, they are required to take Professional Certificate in Branch Banking Operations Management as a pre-requisite; for those who move up from Service and Operations Manager role, they are required to take Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking as a pre-requisite.
2. While all of the above UoCs are essential competencies of a Branch Manager/Team Head of Retail Banking Relationship Manager, training providers may adopt an incremental approach to break the Postgraduate Certificate in parts (i.e. Part One: UoCs in the first table, and Part Two: the second table) and consign the training according to their needs at appropriate intervals in order to prevent the training programme from becoming too lengthy.
3. The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
4. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
LO1. Design and formulate business and operations strategies to drive for performance	1.1 Design and formulate business strategies & KPI to create potential sales opportunities and enhance business and operations performance 1.2 Perform operation capacity planning and allocate resources in order to achieve business and operation strategies
LO2. Identify and assess risks at branches and apply proper control measures and compliance procedures to minimize the risks and ensure the branch is in compliance with the operations standards and other regulatory requirements	1.1 Identify the risks at branches by adopting the risk identification principles 1.2 Assess and evaluate the identified risk areas for planning and executing proper control measures 1.3 Conduct internal control exercises and get prepared to deal with internal/external auditing exercises 1.4 Handle disciplinary cases with proper guidelines and procedures
LO3. Review and manage the sales results against the branch sales target	3.1 Communicate sales targets at branch level and individual level to the team 3.2 Synthesize sales data or reports to assess the sales results 3.3 Design mechanisms for tracking and monitoring the sales progress 3.4 Diagnose sales performance and customize sales strategies to improve performance 3.5 Conduct sales coaching to motivate and improve the skills of sales staff
LO4. Evaluate branch operation efficiency and design proper procedures for enhancing operation flow and service delivery	4.1 Review operational standards and procedures regularly and propose justified solutions on branch operations enhancement based on analysis and synthesis of relevant information 4.2 Restructure work flows, operating procedures and roles of branch staff to

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	<p>support the implementation of changes</p> <p>4.3 Work with external parties to ensure effective and efficient systems and resources are in place to support business operations</p>
<p>LO5. Formulate people management strategies to drive for business performance and people development</p>	<p>5.1 Set clear objectives and communicate clearly to the team for commitment and ownership</p> <p>5.2 Employ different communication strategies to create team synergy and engagement</p> <p>5.3 Formulate change strategies and apply change management techniques to lead the team going through the change smoothly</p> <p>5.4 Conduct performance management and provide coaching for staff career growth and development so as to enhancing individual performance</p> <p>5.5 Provide training and development opportunities to nurture talents and enhance their professional competence</p>
<p>LO6. Apply the accounting and financial management principles and requirements at branches</p>	<p>6.1 Evaluate, plan and monitor the branch budget</p> <p>6.2 Track and monitor branch accounting entries</p> <p>6.3 Review and assess branch accounting book and financial management reports and synthesize the data to compile regular branch financial reports for management review</p>



Sales Quality Manager

The Sales Quality Manager is responsible for monitoring sales procedures of frontline sales staff to ensure compliance with regulations and internal policies. The Sales Quality Manager leads the team responsible for the overall efficiency of sales activities and customer satisfaction while meeting the requirements of banking regulations and laws, internal procedures and consumer protection.

Tasks:

Compliance Checker	<ul style="list-style-type: none"> • Assist management team to execute and monitor controls in retail banking sales activities and operational framework • Formulate and review sales processes and CDD procedures • Perform checks of account opening documents and regular business processes to ensure accuracy and completeness • Report any CDD exceptions to Compliance Department Head and escalate if necessary • Observe FATCA requirements and restrictions to ensure customer transactions are in compliance
People Management (Training & Advice)	<ul style="list-style-type: none"> • Provide training and consultancy for frontline sales staff in issues related to account opening, sales and operational procedures • Provide timely communication of changes to internal policies driven by Compliance Department to frontline staff • Assist business or support units on sales related compliance issues to establish appropriate policies, manuals and procedures • Assist business or support units to establish appropriate internal policies to streamline sales process
Banking Knowledge	<ul style="list-style-type: none"> • Keep abreast of technology applications e.g digital banking and their application in compliance • Keep abreast of current affairs and financial market development • Keep abreast of changes in local and global regulatory requirements and update internal compliance policies and practices accordingly

Entry requirements:

University graduate with 3 years' work experience in banking operations or client due diligence documentation review (Technical Competency of Execute Compliance Governance Level is an advantage)

Compliance Manager

The Compliance Manager is responsible for overseeing and implementing the bank's compliance program, including the areas of banking regulations and laws, banking policies and procedures and consumer protection, and reviewing bank customer records and databases to ensure adherence to internal procedures and policies

Tasks:

Service Delivery	<ul style="list-style-type: none">• Responsible for query management on KYC/AML and other rules and regulations reviews• Provide compliance guidance to customers to ensure proper policy adherence• Providing day-to-day advice to all internal stakeholders on regulatory and internal compliance policies matters
Training & Development	<ul style="list-style-type: none">• Identify compliance training needs, provide subject matter expertise to support development and delivery of compliance training curriculum
Compliance Checker	<ul style="list-style-type: none">• Review the reported non-compliance transactions & provide professional advice• Provide regulatory reports to regulatory bodies and liaise with them on compliance matters if necessary• Review and monitor existing Compliance policies and ensuring they are consistent with global and local regulatory practices• Provide compliance related advice to business and senior management for policies formulation• Identify, aggregate, report and escalate compliance risks, issues and control enhancements
Banking Knowledge	<ul style="list-style-type: none">• Keep abreast of technology applications e.g digital banking and their application in compliance• Keep abreast of current affairs and financial market development• Keep abreast of changes in local and global regulatory requirements and update internal compliance policies and practices accordingly

Entry requirement:

University graduate (preferably in business, finance or law) with 2 years' work experience in business activities, product lines or regulatory topics (audit related certification is an advantage)

Professional Certificate in Retail Sales Quality and Compliance Management

Targeted Occupation:	Sales Quality Manager <u>OR</u> Compliance Manager
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Enable learners to possess advanced technical knowledge and skills in monitoring sales procedures to ensure compliance with external regulations and internal policies requirements ✧ Enable learners' ability to enhance the overall efficiency of sales activities and customer experience while meeting the requirements of banking regulations and internal procedures
Learning Outcomes:	<p>LO1 Interpret the local and global regulatory framework and requirements and how they affect to the frontline sales role</p> <p>LO2 Enforce professional ethics and code of conduct which governs the desired sales behaviors</p> <p>LO3 Develop and assess the CDD procedures for preventing money laundering and counter terrorist financing activities</p> <p>LO4 Monitor sales processes and detect non-compliance issues timely</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Local and global regulatory framework and requirements ✧ Professional ethics and code of conduct ✧ Customer Due Diligence (CDD) requirements ✧ Sales process control and monitoring
Entry Requirements:	<ul style="list-style-type: none"> ✧ Possessed of the “Professional Certificate in Conducting Retail banking Investment and Portfolio Management” <u>OR</u> ✧ Completed the Advanced Certificate in Branch Banking Operations <u>OR</u>

	<ul style="list-style-type: none"> ✧ Ample working experience as Retail Banking Relationship Manager OR ✧ Ample working experience in branch operation, investment products or CDD documentation review
Employment Pathway:	<p>The learning programme associated with the Professional Certificate in Compliance Management (QF Level 5) is a specialist development for branch banking services and operation officers or relationship managers. The learning objectives and associated content covered by this programme warrants that specialized career development skills and work related intelligence required by compliance management occupations are embedded in the learning activities. Learners of this Professional Certificate can continue to widen and strengthen their employable competencies by attaining other advanced qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as Sales Quality Managers or Compliance Managers.</p> <p>With additional advanced training to meet occupational requirements, there are career progression opportunities in compliance, risk or management areas in various banking sectors. (Please refer to employment pathway diagram on p.79)</p>
QF Level:	5
QF Credits: (Indicative only)	46 (based on UoC mapping)

UoCs Mapping with Certificate Learning Outcomes (Sales Quality Manager/ Compliance Manager)							
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4
Compliance & Risk Management	Conduct compliance monitoring procedures and handle breaching of laws	5	4				
	Conduct compliance monitoring procedures and handle breaching of laws	5	4	✓	✓	✓	✓
	Manage training and education on compliance	5	4		✓		
	Develop internal policies and guidelines to fulfil registration and licensing requirement	5	4		✓	✓	
	Comply regulatory requirements and internal procedures during job execution	3	3				
	Safeguard customer information to enhance security	3	3				
	Provide advice on new or revised legal / statutory requirements	5	4	✓			
	Perform compliance control and monitoring functions	4	3				
Quality Management	Develop procedures in quality control	5	4	✓	✓	✓	✓
	Monitor and control quality of product and services offered	5	4			✓	✓
	Identify areas required for quality enhancement	5	4			✓	✓
	Design measures to improve existing processes	5	4			✓	✓
	Implement the process improvement plan	4	3	✓	✓	✓	✓
	Prepare accurate and appropriate reports on process improvement evaluation	4	3			✓	
	Identify measures to improve customer experience	5	4	✓		✓	✓
	Develop procedures and guidelines for feedback management	5	4		✓		
Sales & Relationship	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	4	3				
	Keep in pace with the development of financial technology to ensure one's technology proficiency	4	3				
General Management	Contribute innovative ideas for improving work performance and quality	4	3				

Total credit = 46

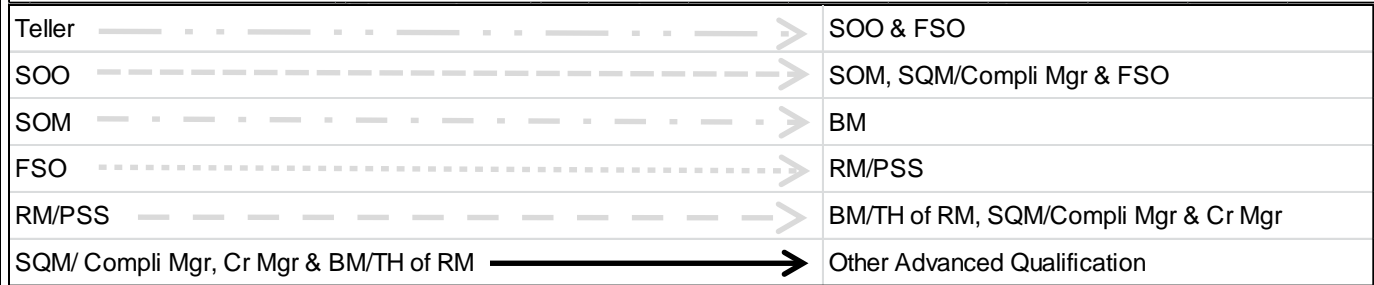
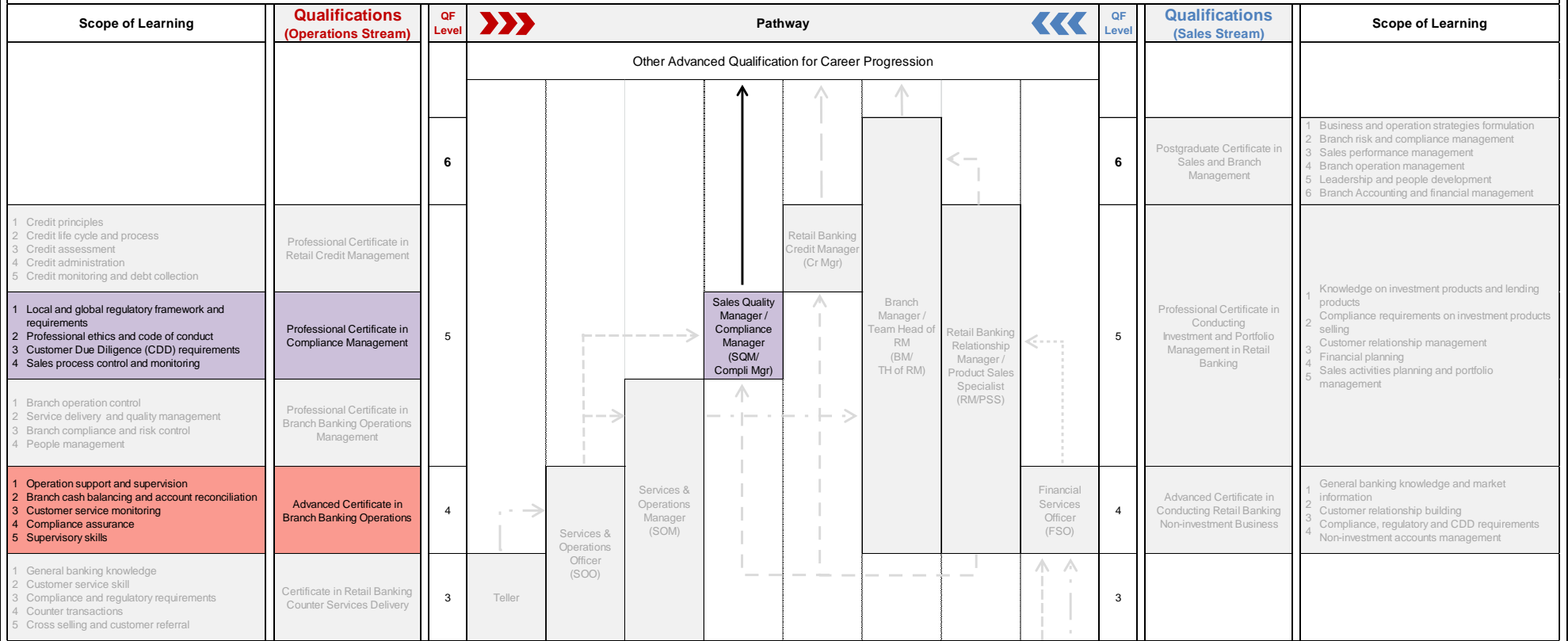
Notes:

1. The highlighted areas are covered in Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking and Advanced Certificate in Branch Banking Operations Management
2. The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
3. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Interpret the local and global regulatory framework and requirements and how they affect to the frontline sales role</p>	<p>1.1 keep abreast of latest development or changes in local and global regulatory requirements and identify relevant areas for actions</p> <p>1.2 Analyze and assess compliance policies and internal standards of the bank to identify measures required during enforcement</p> <p>1.3 Review and monitor existing sales procedures and compliance policies to enhance the efficiency of sales activities and customer experience</p> <p>1.4 Provide professional advice to internal stakeholders on regulatory and internal compliance policies matters</p>
<p>LO2. Enforce professional ethics and code of conduct which governs the desired sales behaviors</p>	<p>2.1 Liaise with regulatory bodies in drafting internal guidelines related to code of conduct or banking practices</p> <p>2.2 Provide training support on compliance to equip sales staff with required knowledge and skills</p> <p>2.3 Investigate any possible breaches of laws and regulations in transactions or business activities</p> <p>2.4 Suggest improvement strategies to mitigate risk exposure after sales process review exercise</p> <p>2.5 Develop checking measures to ensure the relevant staff has fulfilled licensing requirements as stated by regulatory bodies</p>
<p>LO3. Develop and assess the CDD procedures for preventing money laundering and counter terrorist financing activities</p>	<p>3.1 Describe the Retail Banking CDD requirements under the sales process</p> <p>3.2 Develop clear instructions on CDD and related compliance policies to ensure staff involved are well versed in the procedures</p> <p>3.3 Assess the CDD procedures through defined measures to ensure effective</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	application
LO4. Monitor sales processes and detect non- compliance timely	<p>4.1 Establish a sales governance structure to support the compliance and risk management policies</p> <p>4.2 Conduct regular on-site and off-site reviews by using different types of measures</p> <p>4.3 Monitor sales processes and identify suspicious or non- compliance issues by collecting evidences to support the investigation</p> <p>4.4 Evaluate seriousness of misconduct and take appropriate disciplinary actions according to the bank's guidelines</p> <p>4.5 Synthesize comprehensive information to suggest solutions to streamline existing sales processes in order to enhance customer experience</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**



Credit Manager

The Credit Manager is responsible for overall credit evaluation of the bank. Key tasks include generating portfolio performance on retail banking clients, performing credit evaluation and risk assessment procedures, and reporting to regulators. The position performs supervisory duties of monitoring subordinates information collection and documentation on credit risk and other credit related aspects.

Tasks:

Credit Management	<ul style="list-style-type: none">• Responsible for credit monitoring of consumer lending relationships• To help RM Team in problem account management• Negotiate repayment plans or take legal action to recover debts if necessary• Manage credit operations including application, approval and collection
People Management	<ul style="list-style-type: none">• Supervise the work of a team of credit staff• Ensure timely reporting of related credit information and reports of subordinates
Business Strategies	<ul style="list-style-type: none">• Formulate and review credit policy and procedures including the terms of credit• To ensure effective portfolio monitoring mechanisms are in place, including early warning mechanisms, stress tests and contingency plans• Review credit scoring scheme regularly and provide input to decision makers for revision
Banking Knowledge	<ul style="list-style-type: none">• Keep abreast of current affairs and financial market development• Keep abreast of the credit life cycle of different consumer banking products

Entry requirements:

University graduate with 3-5 years of work experience in consumer or commercial banking credit and risk management

Professional Certificate in Retail Credit Management

Targeted Occupation:	Credit Manager
Certificate Objectives:	<ul style="list-style-type: none"> ✧ Equip learners with specialized credit knowledge and advanced skills for credit management ✧ Enable learners to analyze, reformat and evaluate a wide range of information to perform credit assessment and review independently
Learning Outcomes:	<p>LO1 Relate the fundamental knowledge of credit principles to their role</p> <p>LO2 Differentiate credit life cycle of different personal banking products and apply relevant credit processes as per customer's request</p> <p>LO3 Perform credit assessment based on analysis on the customer data, market environment, the bank's credit policies, relevant laws and regulations</p> <p>LO4 Manage credit operations and administration including application, approval and collection</p> <p>LO5 Monitor all credit related activities and ensure the debt collection procedures are in compliance with the bank's regulations and guidelines</p>
Scope of Learning:	<ul style="list-style-type: none"> ✧ Credit principles ✧ Credit life cycle and process ✧ Credit assessment ✧ Credit administration ✧ Credit monitoring and debt collection
Entry Requirements:	<ul style="list-style-type: none"> ✧ University graduates AND ✧ Completed the Professional Certificate in Conducting Retail banking Investment and Portfolio Management OR ✧ Ample working experience in consumer or commercial banking credit and risk management
Employment Pathway:	The learning programme associated with the Professional Certificate in Retail Credit Management

	<p>(QF Level 5) is a specialist development for branch banking relationship managers. The learning objectives and associated content covered by this programme warrants that specialized career development skills and work related intelligence required by credit management occupations are embedded in the learning activities. Learners of this Professional Certificate can continue to widen and strengthen their employable competencies by attaining other advanced qualifications in the future in accordance to their career aspiration.</p> <p>Upon completion of this Certificate, graduates will have the competencies to take up job positions as Credit Managers.</p> <p>With additional advanced training to meet occupational requirements, there are career progression opportunities in compliance, risk or management areas in various banking sectors. (Please refer to employment pathway diagram on p.86)</p>
<p>QF Level:</p>	<p>5</p>
<p>QF Credits: (Indicative only)</p>	<p>33 (based on UoC mapping)</p>

UoCs Mapping with Certificate Learning Outcomes (Credit Manager)								
UoC Category	UoC Title	Level	Credit	LO1	LO2	LO3	LO4	LO5
Credit Management	Analyse economic environment and the implications on credit management	5	4	✓				
	Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank	5	4	✓	✓			
	Monitor credit related activities to ensure adherence to the established guidelines / regulations	4	3					✓
	Conduct credit assessment for credit applications	5	4		✓	✓		
	Evaluate the performance of credit business and make suggestions	5	4	✓		✓	✓	
	Collect information for assessing credits	4	3	✓		✓	✓	
	Evaluate market value of collaterals and risks associated with the bank's loan exposure	5	4	✓		✓	✓	
	Manage and evaluate the risks associated with the credit assets of the bank (e.g. securitization)	5	4					✓
	Monitor progress of debt collections	4	3					✓
Compliance & Risk Management	Comply regulatory requirements and internal procedures during job execution	3	3					

Total credit = 33

Notes:

1. The highlighted areas are covered in Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking
2. The list of UoCs listed here is for reference only, there is no intention to represent an industry standard. Training providers or training function of individual banks may make necessary adjustment based on the actual needs of learners.
3. By making reference to the list of UoCs exhibited above, training providers or training function of individual banks have a flexibility to design a job-specific training programme for their targeted learners according to their genuine needs (e.g. job role design, division of job responsibilities, business needs, etc.) However, for any job-specific programme to be qualified as a VQP based programme, it should have at least 60% of the UoCs mapped here included in the programme.

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
<p>LO1. Relate the fundamental knowledge of credit principles to their role</p>	<p>1.1 Interpret credit analysis data and information</p> <p>1.2 Review and assess credit policy and procedures in accordance with credit principles</p>
<p>LO2. Differentiate credit life cycle of different personal banking products and apply relevant credit processes as per customer's request</p>	<p>2.1 Interpret credit life cycles of different personal banking products and their differences</p> <p>2.2 Apply relevant credit processes to meet customer request in alignment with the credit life cycles</p>
<p>LO3. Perform credit assessment based on analysis on the customer data, market environment, the bank's credit policies, relevant laws and regulations</p>	<p>3.1 Conduct credit analysis which contains credit worthiness, repayment ability and possible risks to the bank for every credit application.</p> <p>3.2 Estimate credit risks by analyzing the aspects of economic environment which affects credit management</p> <p>3.3 Review and assess credit scoring scheme regularly and provide recommendations for improvement</p>
<p>LO4. Manage credit operations and administration including application, approval and collection</p>	<p>4.1 Develop credit proposal and the terms in lending contract/ agreement for each credit application</p> <p>4.2 Perform credit line implementation and loan disbursement for every approved credit application</p> <p>4.3 Supervise timely reporting of related credit information to regulators</p>

Learning Outcomes (the learner will)	Assessment Criteria (the learner can)
	4.4
<p>LO5. Monitor all credit related activities and ensure the debt collection procedures are in compliance with the bank's regulations and guidelines</p>	<p>5.1 Adopt different kinds of measures to monitor all credit related activities in accordance with the bank's guidelines and regulations</p> <p>5.2 Ensure effective portfolio monitoring mechanisms are in place, including early warning mechanisms, stress tests and contingency plans</p> <p>5.3 Conduct periodic credit reviews of existing customers and identify possible delinquent accounts to minimize potential loss to the bank.</p> <p>5.4 Monitor and evaluate the services standards of external collection agencies or solicitors which support the bank's debt collection activities</p>

**Vocational Qualifications Pathway
(Selected Key Job Roles in Retail Banking)**

Scope of Learning	Qualifications (Operations Stream)	QF Level	Pathway					QF Level	Qualifications (Sales Stream)	Scope of Learning
			Other Advanced Qualification for Career Progression							
		6						6	Postgraduate Certificate in Sales and Branch Management	<ol style="list-style-type: none"> Business and operation strategies formulation Branch risk and compliance management Sales performance management Branch operation management Leadership and people development Branch Accounting and financial management
<ol style="list-style-type: none"> Credit principles Credit life cycle and process Credit assessment Credit administration Credit monitoring and debt collection 	Professional Certificate in Retail Credit Management					Retail Banking Credit Manager (Cr Mgr)				
<ol style="list-style-type: none"> Local and global regulatory framework and requirements Professional ethics and code of conduct Customer Due Diligence (CDD) requirements Sales process control and monitoring 	Professional Certificate in Compliance Management	5			Sales Quality Manager / Compliance Manager (SQM/ Compli Mgr)		5	Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking	<ol style="list-style-type: none"> Knowledge on investment products and lending products Compliance requirements on investment products selling Customer relationship management Financial planning Sales activities planning and portfolio management 	
<ol style="list-style-type: none"> Branch operation control Service delivery and quality management Branch compliance and risk control People management 	Professional Certificate in Branch Banking Operations Management					Branch Manager / Team Head of RM (BM/ TH of RM)				
<ol style="list-style-type: none"> Operation support and supervision Branch cash balancing and account reconciliation Customer service monitoring Compliance assurance Supervisory skills 	Advanced Certificate in Branch Banking Operations	4		Services & Operations Officer (SOO)	Services & Operations Manager (SOM)		4	Advanced Certificate in Conducting Retail Banking Non-investment Business	<ol style="list-style-type: none"> General banking knowledge and market information Customer relationship building Compliance, regulatory and CDD requirements Non-investment accounts management 	
<ol style="list-style-type: none"> General banking knowledge Customer service skill Compliance and regulatory requirements Counter transactions Cross selling and customer referral 	Certificate in Retail Banking Counter Services Delivery	3	Teller				3			

Teller	SOO & FSO
SOO	SOM, SQM/Compli Mgr & FSO
SOM	BM
FSO	RM/PSS
RM/PSS	BM/TH of RM, SQM/Compli Mgr & Cr Mgr
SQM/ Compli Mgr, Cr Mgr & BM/TH of RM	Other Advanced Qualification

Appendix 4.1 User Guidelines on Qualifications Specification (Relationship Manager as an Example)

To help those who want to use the VQP as a career and learning development tool, the following guidelines using the job roles of Retail Banking Relationship Manager / Product Specialist are used as an example for illustration.

	Steps	Ref. Page No.
1.	<p>Read the job task statements listed on the Job / Occupational Profile of a RM / Product Specialist to find out if they match your career aspiration</p> <p>If you find the job content fits your interest, check the eligibility to enter the associated learning programme. As suggested by the RM's Qualification Specification, the Entry Requirements of this job role are usually a university graduate with working experience as a Service and Operations Officer, Service and Operations Manager or a Financial Services Officer. If you find there is a large competency gap between your current position and the RM job, you may consider taking other learning programmes before attempting to attain this qualification.</p>	5-7

2.	<p>Refer to the Qualification Specification that will lead you to being capable of taking up the job role of a RM / Product Specialist, i.e. “The Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking”, to find out more useful information</p> <p>The specification covers the following key elements:</p> <ul style="list-style-type: none"> ● Qualification objectives ● Entry requirements ● Learning outcomes of the qualification ● QF level of the qualification ● QF credits of the qualification ● Unit of competency under the banking industry SCS covered by the qualification ● Learning outcomes of the qualification ● Learning outcomes mapped with assessment criteria ● Recommended readings (for some qualifications only) ● Progression pathway mapping upon completion of current qualification 	8-12
2.1	<p>Read the information related to the Qualification Objectives, Scope of Learning and employment pathway to re-confirm if the qualification meets your development needs</p>	8
2.2	<p>The Employment Pathway of the Qualification also provides useful information for the banking practitioners to plan ahead for their long term career development. The example shown in Part II illustrates further career movement possibilities after achievement of the Qualification.</p>	8
2.3	<p>The Vocational Qualification is assessed and assigned to an appropriate level in accordance with the required learning outcomes in terms of knowledge and intellectual skills; processes; applications, communications; accountability; problem solving capability and other factors. For this example, a QF Level 5 is assigned to the Qualification.</p> <p>Make sure you are targeting an appropriate learning level. It may be adjusted depending on the actual defined learning outcome and assessment.</p>	9

2.4	25 QF Credits assigned to this Professional Certificate indicates a learner have to invest 250 hours to complete this learning; as one QF credit =10 notional learning hours. However, learning programme designers may adjust the number of credits depending on the actual job roles responsibilities of their learners.	9
2.5	Check the list of UoCs covered by the Qualification with special attention to those UoCs which have been taught in previous qualifications or gained in previous job experience. The purpose is to ensure you possess those UoCs to be eligible to proceed to this Qualification.	10
2.6	Refer to the Learning Outcomes and their corresponding Assessment Criteria of the Qualification to re-examine if this is the qualification you want to accomplish and the RM job is your next career goal. As the assessment criteria specify clearly the work tasks you can perform upon successful completion of the Qualification, it is valuable to read it thoroughly to obtain a full picture of the potential job role you may take up in the future.	11

Appendix 4.2 Diagram on Employment Pathway Illustration (Relationship Manager as an Example)

Example of Employment Pathway (Possible Career Movement of RM / PS)

A Retail Banking Relationship Manager (RM) or a Product Specialist (PS) who possesses the qualification of “Professional Certificate in Conducting Investment and Portfolio Management in Retail Banking” and has been in the position for a period of time may want to explore what opportunities are available in front of him/her. He or she may look for vertical advancement to move onto a Branch Manager (BM) or a Team Leader of Relationship Manager (TLRM) role. In this case, he/she can look to attain the qualification of “Post Graduate Certificate in Sales and Branch Management”. The learning focus of this qualification has an emphasis placed on:

- Business and operation strategies formulation;
- Branch Compliance management;
- Sales performance management;
- Operations management;
- Leadership and people development; and
- Branch accounting and financial management

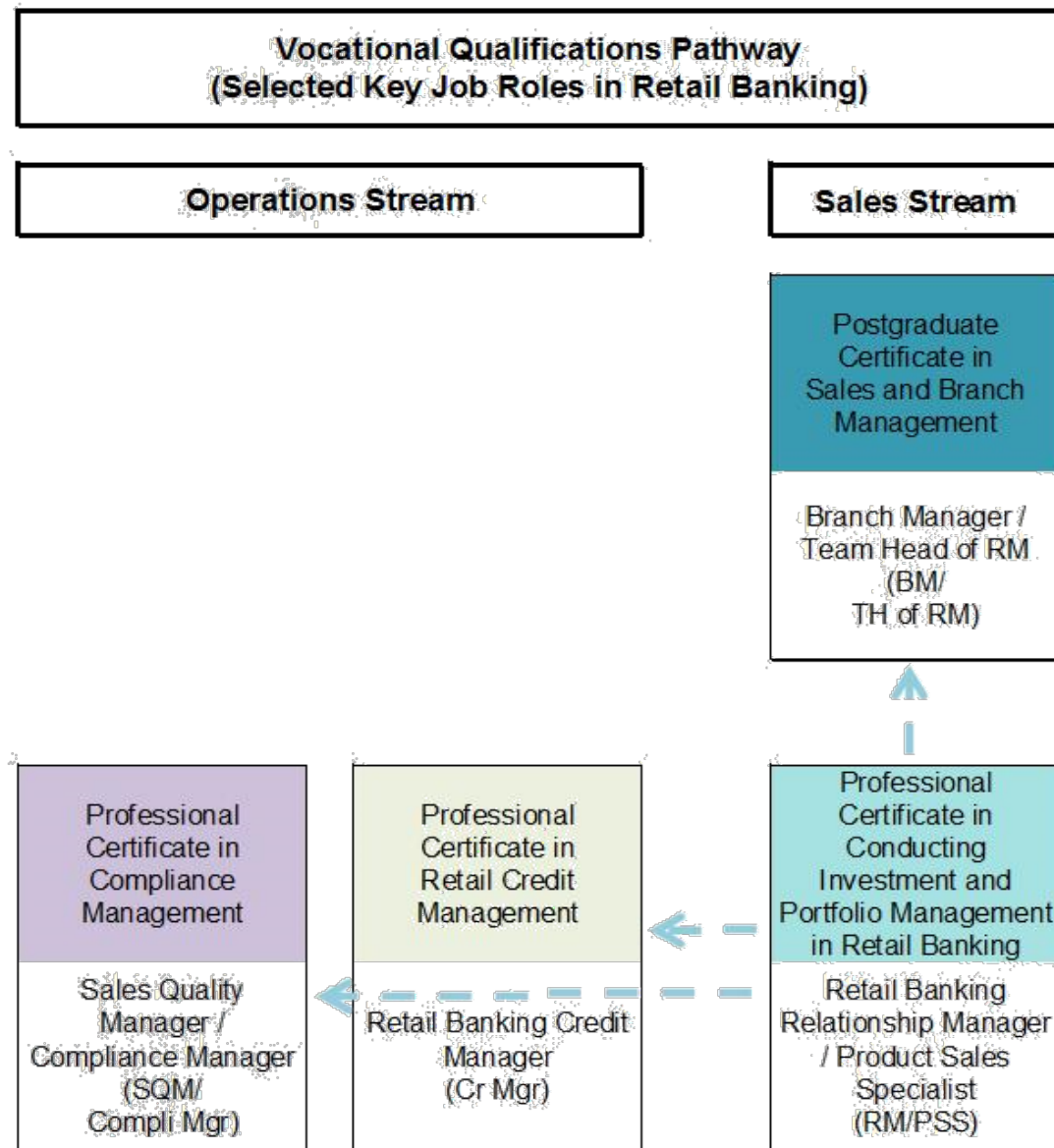
Upon successful completion of the learning programme and assessment / examination associated with the Qualification, the learner is deemed to have the ability and qualification to perform a Branch Manager or a Team Leader of Relationship Manager role.

For a learner who wants to change his / her career direction to other disciplines, i.e. a horizontal movement, may look to acquire qualifications such as “Professional Certificate in Compliance Management” or “Professional Certificate in Retail Credit Management”. The first qualification would facilitate the learner to become a Compliance Manager while the later helps to him / her move into a Retail Banking Credit Manager role.

Apart from considering personal career aspirations, the learner should also make reference to the lists of Units of Competencies covered by individual qualification and find out the competency gaps between what they have already in possession and the qualification he / she is targeting. Related information including the detailed

description of learning outcomes, number of credits and duration of learning can be found in the respective examples on the Qualification Specification pages.

The following diagram illustrates a possible Employment Pathway of RM / PS.



Annex 5 Glossary

a. Qualifications Framework

The QF in Hong Kong (HKQF) is a seven-level hierarchy covering qualifications in the academic, vocational and professional as well as continuing education sectors to promote and support lifelong learning with a view to continuously enhancing the quality, professionalism and competitiveness of our workforce in an increasingly globalised and knowledge-based economy. Qualifications recognised under the QF are quality assured and level-rated in accordance with objective and well-defined standards. The HKQF was officially launched in Hong Kong on 5 May 2008.

b. Specification of Competency Standards

The Specification of Competency Standards (SCS) sets out the skills, knowledge and competency standards required of the practitioners to perform various job functions in industries effectively. It serves as useful benchmarks and references for education and training by providers. It is also adopted by employers and human resources managers for the development of in-house training programmes, competency based job specifications, appraisal of staff performance and criteria for recruitment, among others.

The competency standards applicable to an industry are presented as "units of competency" in its SCS. The SCSs are developed to reflect the actual competency requirements of respective industries, which are unique and vary in magnitude, nature, complexity and industry practices

c. Unit of Competency (UoC)

The competency standards applicable to an industry are presented as "units of competency" in its SCS. Every "unit of competency" specifies a unique work task and the performance requirements to carry out the work task. It also entails the approaches in assessing how one performs such a task is competent.

Every single unit of competency comprises useful information including Title of the task, Level, Credit, Competency requirement, Range and Assessment Criteria.

d. QF Levels

All Units of Competency are assigned with levels ranging from Level 1 to Level 7 in alignment with the requirements of the Hong Kong Qualifications Framework (QF). A level represents the complexity of learning required to attain a UoC and also indicates the depth, complexity, and challenges of learning attained. The details of how a level is assigned to individual UoC can be interpreted by the “General Level Descriptors”.

e. Assessment Criteria

Assessment Criteria identify the activities or methods that can be undertaken by a learner/practitioner to demonstrate his/her attainment of a set of units of competency (UoC) grouped under a qualification.

f. QF Credit

QF credit measures the volume or size of learning of a qualification. It provides a common currency in the HKQF which allows learners to understand the effort and time expected of an average learner to complete the learning process successfully and attain the learning outcomes of the relevant qualifications.

g. Notional Learning Hours

QF credit is expressed in notional learning time. Under the HKQF, one QF credit consists of 10 notional learning hours. It takes into account the total time likely to be spent by an average learner in all modes of learning including attendance in classes, tutorials, experiment in laboratories, practical learning at workshop, self-studies in library or at home, and also assessment or examinations.

h. Occupation

An occupation refers to a group of jobs involving similar content in terms of tasks and responsibilities and which require similar types of skill and competences.

i. Vocational Qualifications

Vocational Qualifications are work-related qualifications. They are designed to

enable the learner to acquire knowledge and skills required to perform a particular job. A vocational qualification gives the learner a proof that he/she is adequately trained for a particular occupation once the programme is completed.

j. Vocational Qualifications Pathway

A vocational qualifications pathway represents a matrix of learning and career pathway(s) for different functional areas or sub-functional areas of an industry, and is expressed in terms of the relative positioning and articulation of the commonly known occupations in the functional area or sub-functional areas.

k. Occupational Profile

An occupational profile sets out the key skill areas and levels of skills required to enter an occupation and successfully perform tasks in that occupation. Occupational profiles are usually developed through a job analysis following a systematic procedure for gathering, documenting, and analyzing information about the content, context, and requirements of a job. It demonstrates that there is a clear relationship between the tasks performed on the job and the competencies, knowledge, skills, abilities, and behaviours required to perform the tasks. The occupational profile comprises an occupational purpose and the occupational tasks that are performed by practitioners of the occupation. Each task is broken down into a related product or service, one or more occupational responsibilities and one or more occupational contexts. The occupational profile forms the unit of analysis for the development of curriculum components as well as the assessment specifications for a qualification.

l. Qualifications Specification

A qualification specification may contain the following information:

- Qualification title
- Qualification aims
- Qualification structure, including:
 - Mandatory and/or optional modules and their respective proportion in the qualification
 - QF level and credits of modules
 - Nature of modules, e.g. knowledge and theory component; practical skills component; and work experience component

- Entry requirements and progression route for learners
 - Module specification:
 - Learning outcomes and assessment criteria
- Assessment methods appropriate to the learning outcomes being assessed