

**Hong Kong Qualifications Framework**  
**Specification of Competency Standards**  
**for the Retail Industry in Hong Kong (Version 2.0)**

**Part 2: Analysis Results of Major Jobs in the Retail Industry**

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## Preface

The Retail Industry Training Advisory Committee (ITAC) assists the industry in developing a set of industry skills standards known as the Specification of Competency Standards (SCS). The SCS defines the competency requirements and performance standards for major jobs in the industry. The SCS for retail and e-commerce were launched in 2014 and 2017 respectively. As the retail industry continues evolving and transforming, the Retail ITAC has updated these two sets of SCS to keep pace with changing industry needs. LRT Consulting was appointed the Professional Writer of this project, which included reviewing the development trends of the industry and the changes in each core functional area, analysing the duties in the newly added or changed core functional areas so as to provide the industry with a roadmap for career and learning progression, and enriching the existing competency units to meet the actual requirements of major jobs.

Under the Qualifications Framework (QF), job-based qualifications are matched to units of competency (UoCs) in the SCS. To assist practitioners and learners with employment, career development and further education, the roadmap is supplemented by an overview of major jobs' functional areas and core competencies. Between May and July 2022, the Professional Writer Team solicited input from industry professionals through questionnaires and focus group meetings. This verified key areas of jobs and core competencies of each major job post.

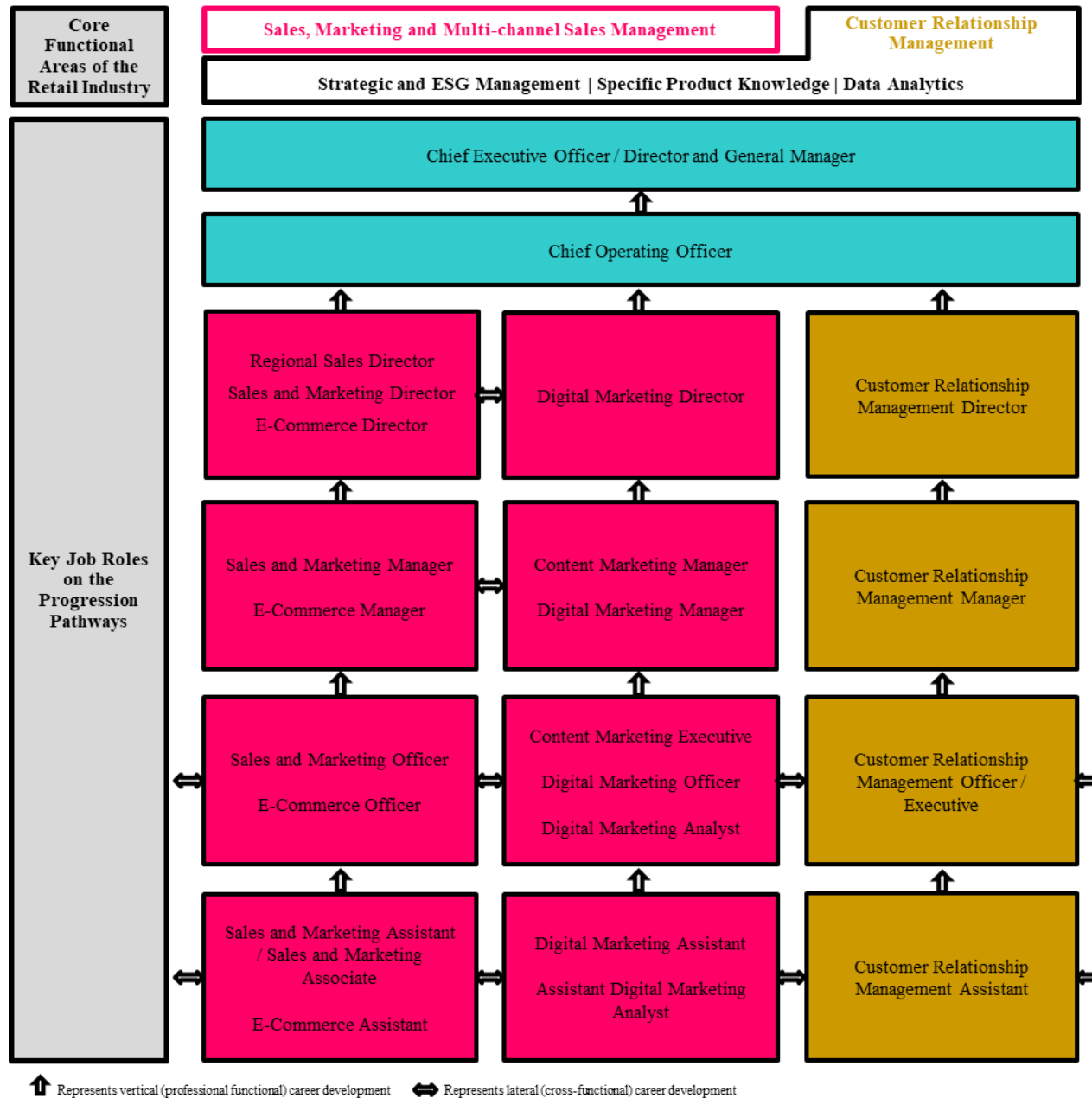
The following are key takeaways from the job analysis process:

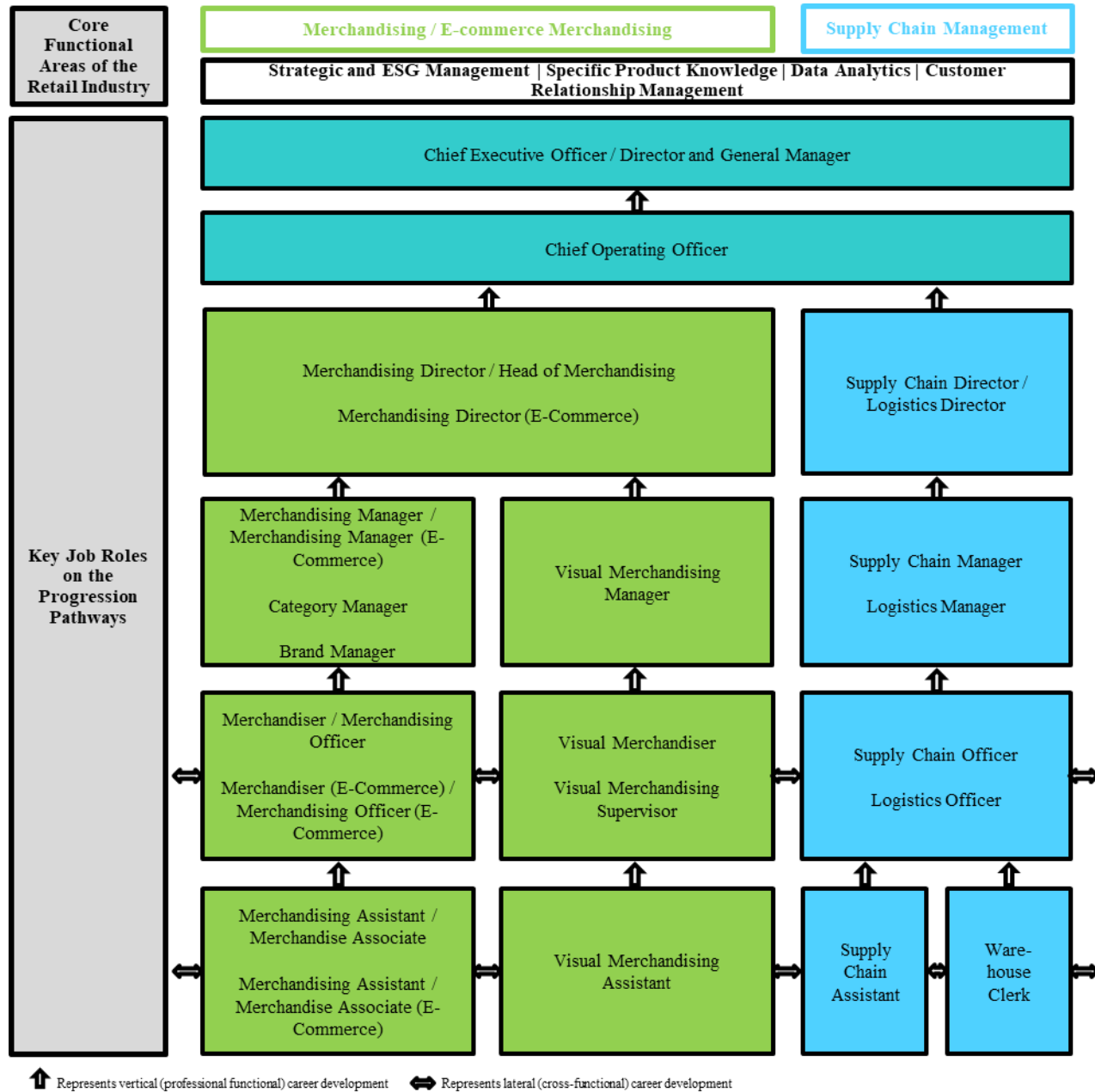
- **Related to Sales, Marketing and Multi-channel Sales Management | Customer Relationship Management**
  - Although it is common for small and medium enterprises (SMEs) to have one person hold the positions of Chief Executive Officer, Managing Director, Chief Operating Officer, and Regional Sales Director, the job scope and core competencies of these four roles differ significantly in large enterprises. Therefore, it is recommended to single out the Chief Operating Officer position. Similarly, the main job scope and core competencies of the Regional Sales Director align closely with those of the Sales and Marketing Director, with the only distinction being the size of the jurisdiction. Hence, it is proposed to merge these two positions.
  - In terms of sales and marketing, there is no significant difference between brick-and-mortar stores and e-commerce, so it is recommended to merge the main jobs of the two.
  - In the new retail environment, it is increasingly important to make good use of artificial intelligence to enhance the ability of creativity.
  
- **Related to Merchandising / E-commerce Merchandising | Supply Chain Management**
  - The primary distinction between a brick-and-mortar store and an e-commerce platform lies in the physical space available. Traditional stores face constraints due to limited space and must prioritise displaying high-value products, resulting in restrictions on the variety and quantity of items offered. However, virtual stores do not face these limitations. While the core competencies required for merchandising in brick-and-mortar stores and e-commerce are similar, the difference lies primarily in the type and quantity of goods. Therefore, it is advisable to merge the key responsibilities of merchandising and e-commerce merchandising.
  - Data analytics can help understand customer buying behaviour and improve the accuracy of merchandising.

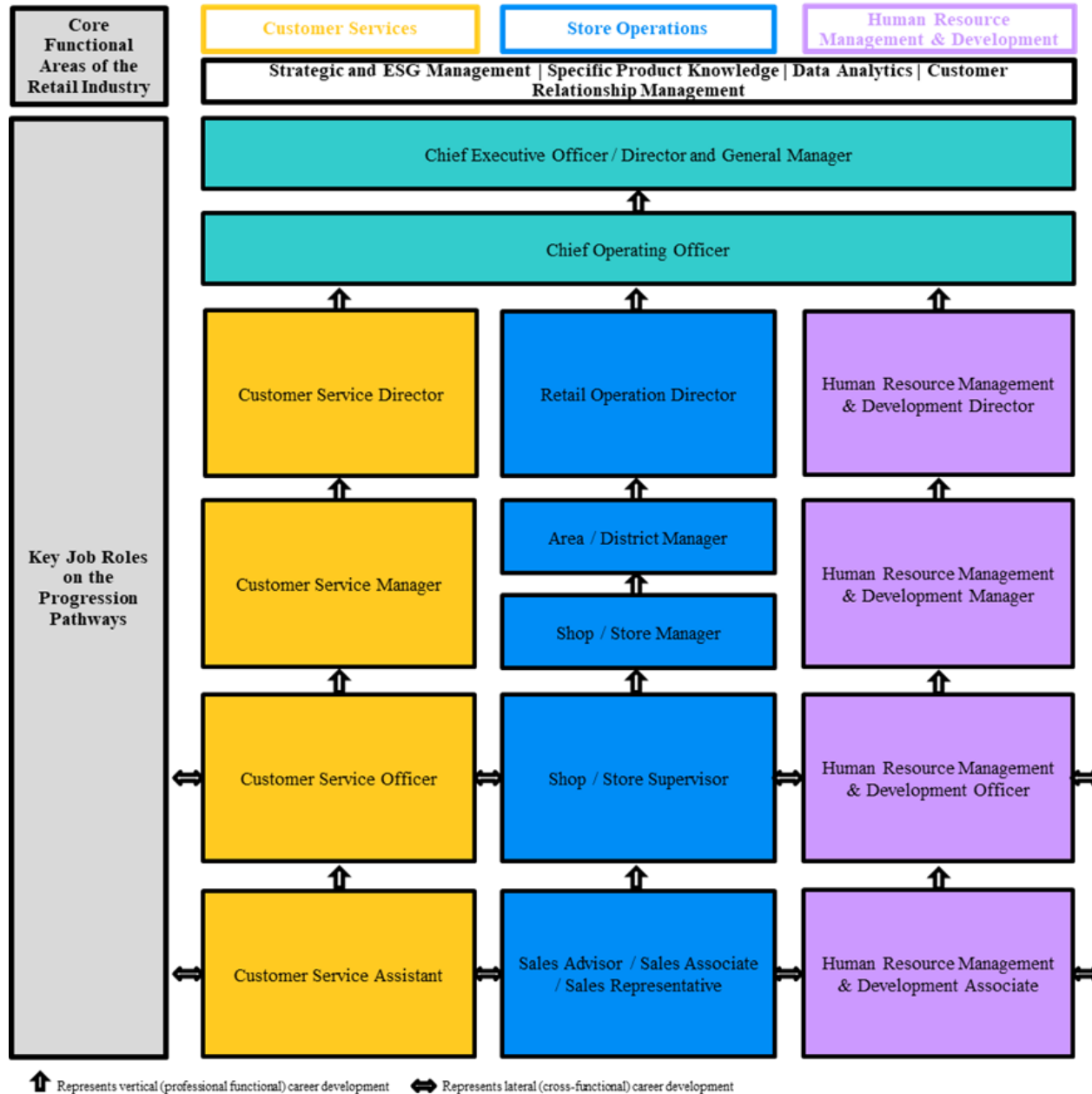
- Brick-and-mortar stores and e-commerce have completely different considerations and ways of displaying goods. Brick-and-mortar stores must attract customers through elements such as aesthetics, so that they can become interested in the product through their senses such as sight and touch. Virtual stores, on the other hand, use layouts, banners, etc., to attract customers to click and browse, discover various products and place orders and checkouts.
- **Related to Customer Services | Store Operations | Human Resource Management & Development**
  - When it comes to customer service, not all companies opt to implement mystery shopper programmes. For Customer Service Managers, effective management of partnerships becomes even more crucial. Furthermore, with the rise of the new retail trend, customer touchpoints have become all-encompassing, necessitating consideration of both online and offline interactions.
  - The role of the Retail Operation Director extends beyond the development of operating procedures for the retail sales system. The UoC title should be replaced with “retail sales system,” encompassing a comprehensive point-of-sale checkout solution. This includes implementing features such as automated scanning for checkout and enabling direct e-wallet usage on mobile devices. These enhancements aim to reduce queuing procedures and optimise the overall consumer experience.
  - In terms of human resource management & development, there is an increasing demand for fragmented training. Personnel responsible for training should possess fundamental skills (e.g. video editing) for producing digital learning resources.
- **Related to Data Analytics | Information Technology**
  - The Information & Communications Technology (ICT) industry is seeking industry input on its draft progression pathway. The retail industry can utilise this pathway as a blueprint for data analytics and incorporate additional UoCs specific to the retail sector, as needed. Therefore, jobs in data analytics will require a blend of technical competencies from the ICT industry and a specific combination of skills tailored to the retail sector, if applicable. While the consultation paper is currently available only in English, a Chinese version of the new SCS will be published by the end of 2022. Hence, the document is currently presented in a hybrid format.
- **Applies to All of the Above Functional Areas**
  - Public relations crisis management is a highly significant competency that should be incorporated into each core functional area and level, reflecting the relevant performance requirements in this field (e.g. formulating and implementing policies for public relations crisis management).

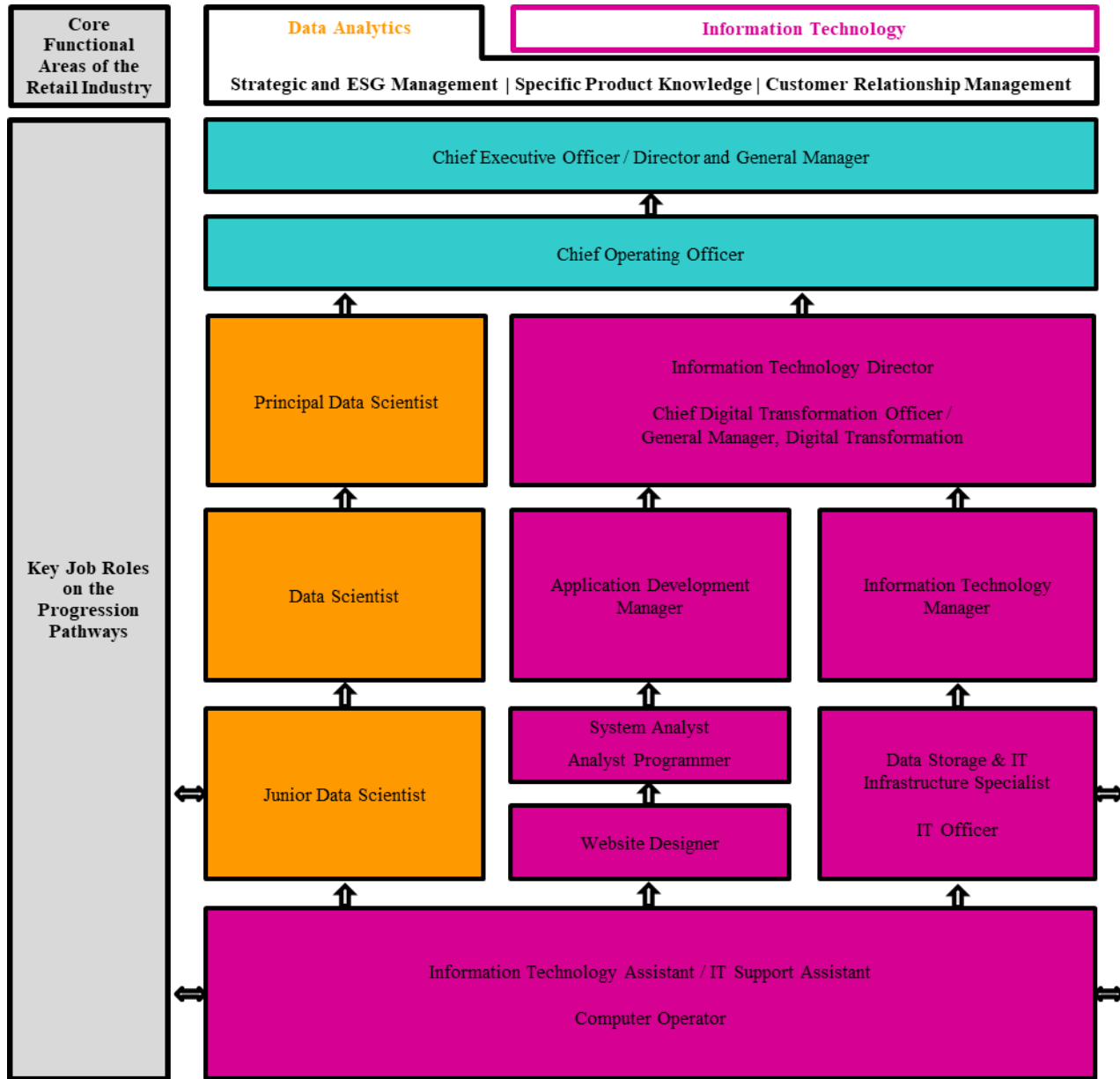
Taking into consideration the above takeaways and discussion outcomes, the Professional Writer Team has compiled this report to update the Retail ITAC on the revised roadmap for progression. The report outlines the main job scopes and core competencies of each major role.

# Progression Pathways











Job 1	Chief Executive Officer / Director and General Manager	
Major Job Scope		Associated UoC Title and Code
<ul style="list-style-type: none"> <li>• Develop holistic business and talent strategies for different retail outlets, functional groups and departments of the organisation</li> <li>• Define or implement a set of implementable policies (including Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG)) based on the organisation’s vision, mission, business strategy and plan, etc., to optimise the governance of the organisation in the long run</li> <li>• Comply with relevant business laws and build a good organisational image in the general public and customers</li> <li>• Conduct comprehensive analysis and evaluation of various factors (e.g., market environment, industry development trends, past and present marketing performance, organisational operational strategies) to formulate feasible and forward-looking market development objectives</li> <li>• Assume responsibility for the overall performance and investment management of the organisation</li> <li>• Implement corporate profit management practices to the extent permitted by law</li> </ul>		<ul style="list-style-type: none"> <li>• Formulate business and talent strategies 111236L7</li> <li>• Develop and implement policies of the organisation 111230L6</li> <li>• Build an organisational image 111233L6</li> <li>• Monitor the retail market trends and formulate market development objectives 111270L6</li> <li>• Manage corporate costs 111228L5</li> <li>• Manage corporate surplus 111229L5</li> </ul>

Note: The UoC codes prefixed with “HRM” indicate that they are sourced from the Specification of Competency Standards (SCS) for the Human Resource Management sector. The UoCs prefixed with “I” and associated with the three data analytics-related positions are derived from the SCS for the Information and Communications Technology (ICT) industry.

Job 2	Chief Operating Officer	
	Major Job Scope	Associated UoC Title and Code
<p>Operational Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Develop holistic business and talent strategies for different retail outlets, functional groups and departments of the organisation</li> <li>• Define or implement a set of implementable policies (including Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG)) based on the organisation’s vision, mission, business strategy and plan, etc., to optimise the governance of the organisation in the long run</li> <li>• Develop a sustainable business strategy and implementation plan that complies with regulations and is best suited for the organisation’s use to protect the organisation’s interests</li> <li>• Plan and formulate financial management policies and programmes with the use of information / data on costs, expenses and profits to maximise economic benefits for the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate business and talent strategies 111236L7</li> <li>• Develop and implement policies of the organisation 111230L6</li> <li>• Formulate sustainable business strategies 111231L6</li> <li>• Formulate financial management policies 111232L6</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>	

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## Core Functional Area: Sales, Marketing and Multi-channel Sales Management

Job 3	Regional Sales Director / Sales and Marketing Director / E-Commerce Director	
Major Job Scope		Associated UoC Title and Code
<p>Trend Identification and Strategy Formulation:</p> <ul style="list-style-type: none"> <li>• Develop branding and multi-channel sales management strategies to enhance the organisation’s brand image and increase sales</li> <li>• Conduct comprehensive analysis and evaluation of various factors (e.g., market environment, industry development trends, past and present marketing performance, organisational operational strategies) to formulate feasible and forward-looking market development objectives</li> <li>• Collect and analyse market research information on retail services/products and formulate cost-effective market research plans</li> <li>• Forecast product sales performance in order to formulate the business planning process and boost the sales</li> </ul>		<ul style="list-style-type: none"> <li>• Formulate brand promotion and Multi-channel sales management strategies 111259L5</li> <li>• Monitor the retail market trends and formulate market development objectives 111270L6</li> <li>• Formulate a market research proposal 111258L5</li> <li>• Forecast product sales performance 111260L5</li> </ul>
<p>Operations Management:</p> <ul style="list-style-type: none"> <li>• Manage all sales channels for retail brands to build customer engagement, corporate image and increase sales</li> <li>• Develop a set of marketing, marketing channels and media strategies that comply with regulations and best suit the organisation’s business needs to enhance the organisation’s / brand’s awareness and market share</li> <li>• Develop a suitable after-sales service plan to assist in the development of retail business</li> <li>• Analyse and evaluate sales team’s performance, market and competitors’ conditions, etc., so as to formulate sales team management strategies</li> <li>• Formulate a competitive product pricing strategies in order to develop the retail business and to increase competitiveness of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Manage an online retail brand 111261L5</li> <li>• Formulate marketing, marketing channels and media strategies 111269L6</li> <li>• Formulate after-sales service plans 111262L5</li> <li>• Formulate sales team management strategies 111268L6</li> <li>• Formulate product pricing strategies 111263L5</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 4	Sales and Marketing Manager / E-commerce Manager	
Major Job Scope		Associated UoC Title and Code
<p>Sales, Marketing &amp; Multi-channel Sales Management:</p> <ul style="list-style-type: none"> <li>• Understand the organisation’s business and operating policies, and implement its business plan</li> <li>• Apply a range of market research techniques to implement market research projects in accordance with the organisation’s market research objectives and strategies</li> <li>• Implement and monitor the organisation’s marketing programmes to promote and improve its retail business</li> <li>• Manage the online sales system, and conduct regular monitoring and review to ensure the accuracy and timeliness of the sales system</li> <li>• Manage product promotion activities and assist in the development of the organisation’s retail business</li> <li>• Plan a multi-channel marketing and sales strategy communication plan to assist in the development of the overall retail business</li> <li>• Develop advertising strategies to enhance the sales performance of goods and services, and enhance the image of the organisation and brand</li> <li>• Monitor and control the project cost, and update the project cost accordingly so that a project can be completed within an approved budget</li> </ul>		<ul style="list-style-type: none"> <li>• Implement business plan 111223L4</li> <li>• Implement a market research proposal 111251L4</li> <li>• Implement and monitor marketing activities 111252L4</li> <li>• Manage online sales system 111410L4</li> <li>• Manage goods promotional activities 111253L4</li> <li>• Plan online multi-channel marketing communications 111254L4</li> <li>• Implement advertising strategies 111255L4</li> <li>• Monitor and control the project cost 111417L5</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Use personnel management skills to lead the sales team to achieve the organisation’s set business goals and increase sales</li> <li>• Implement a motivating and driving sales team reward scheme to enhance sales performance</li> </ul>		<ul style="list-style-type: none"> <li>• Build and lead a sales team 111250L4</li> <li>• Implement sales team incentive plans 111257L4</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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<b>Job 5</b>	Sales and Marketing Officer / E-Commerce Officer	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
<p>Sales, Marketing &amp; Multi-channel Sales Management:</p> <ul style="list-style-type: none"> <li>• Implement the established brand promotion and multi-channel sales management strategies of the organisation to help the organisation establish the desired brand image and strengthen business development</li> <li>• Implement advertising and promotional activities to achieve the organisation’s sales targets</li> <li>• Implement a sales plan to achieve the sales target</li> <li>• Manage and record customers’ sales activities, as well as corresponding profit and loss calculations and data records</li> </ul>		<ul style="list-style-type: none"> <li>• Implement strategies for brand promotion and multi-channel sales management 111242L3</li> <li>• Implement advertising and promotional activities 111243L3</li> <li>• Implement a sales plan 111244L3</li> <li>• Handle customer profile and activity record 111402L3</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Leverage technologies (e.g. artificial intelligence) to enhance creativity to solve problems and innovate to enhance the effectiveness of individuals, teams and organisations</li> </ul>		<ul style="list-style-type: none"> <li>• Make use of technology to enhance creativity and efficiency 111249L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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<b>Job 6</b>	Sales and Marketing Assistant / Sales and Marketing Associate / E-Commerce Assistant	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
<p>Sales, Marketing &amp; Multi-channel Sales Management:</p> <ul style="list-style-type: none"> <li>• Provide support and consulting services to customers in retail stores</li> <li>• Collect information related to retail market research</li> <li>• Produce slides / presentation materials in line with the organisation’s brand image, assist in co-ordinating and creating product promotional content, etc., and conduct publicity and promotional activities through appropriate media</li> <li>• Understand customers’ purchase needs, provide suitable information to help them choose suitable products, and recommend the organisation’s new products and services to the customer</li> </ul>		<ul style="list-style-type: none"> <li>• Provide support and advice to customers 111327L1</li> <li>• Collect market information 111239L2</li> <li>• Produce slides / presentation materials and media kits in line with corporate branding 111240L2</li> <li>• Build up relationship with customers 111329L2</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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Job 7	Digital Marketing Director	
	Major Job Scope	Associated UoC Title and Code
<p>Digital Marketing Strategies &amp; Policies:</p> <ul style="list-style-type: none"> <li>• Develop a retail e-business model that complies with regulations and fits the organisation itself to grow the organisation's retail business</li> <li>• Conduct comprehensive analysis and evaluation of various factors (e.g., market environment, industry development trends, past and present marketing performance, organisational operational strategies) to formulate feasible and forward-looking market development objectives</li> <li>• Evaluate effectively the online business and profit potential based on factors such as the organisation's online sales strategy, the commercial website developed and the organisation's own products</li> <li>• Develop a set of marketing, marketing channels and media strategies that best suit the organisation's business needs to enhance the organisation's / brand's awareness and market share</li> <li>• Manage all sales channels for retail brands to build customer engagement, corporate image and increase sales</li> <li>• Formulate effective customer relationship management (CRM) strategies according to corporate mission and objectives, so as to retain existing customers, attract new customers and find potential customers to develop retail business</li> <li>• Adopt appropriate digital and social media marketing tools (e.g. SMS, online forums, social platforms) to promote the organisation, brand, products, etc., so as to increase brand awareness and customer engagement, thereby driving business results and expanding market share</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an e-retail business model 111422L5</li> <li>• Monitor the retail market trends and formulate market development objectives 111270L6</li> <li>• Evaluate online business 111420L5</li> <li>• Formulate marketing, marketing channels and media strategies 111269L6</li> <li>• Manage an online retail brand 111261L5</li> <li>• Formulate customer relationship management strategies 111342L6</li> <li>• Develop digital marketing strategy 111267L5</li> </ul>	
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Use personnel management skills to lead the sales team to achieve the organisation's set business goals and increase sales</li> </ul>		<ul style="list-style-type: none"> <li>• Build and lead a sales team 111250L4</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 8	Content Marketing Manager / Digital Marketing Manager	
Major Job Scope		Associated UoC Title and Code
<p>Content Marketing Management:</p> <ul style="list-style-type: none"> <li>• Understand the organisation’s business and operating policies, and implement its business plan</li> <li>• Integrate the Customer Relationship Management strategies of each subcontractor with the organisation to realise the collective benefits</li> <li>• Manage the online sales system, and conduct regular monitoring and review to ensure the accuracy and timeliness of the sales system</li> <li>• Create digital content or guide agencies to prepare suitable content, manage website data / digital marketing content to achieve business goals</li> <li>• Understand and apply the main operational modules of the Customer Relationship Management system</li> </ul>		<ul style="list-style-type: none"> <li>• Implement business plan 111223L4</li> <li>• Incorporate and fine-tune the proposals by other organisations such as outsourcing party 111408L4</li> <li>• Manage online sales system 111410L4</li> <li>• Manage the content for website / digital marketing 111256L4</li> <li>• Apply technology to support customer relationship management 111278L5</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Implement motivating and driving sales team incentive plans to enhance sales performance</li> </ul>		<ul style="list-style-type: none"> <li>• Implement sales team incentive plans 111257L4</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> <li>• Establish a complete social media network crisis response strategy to reduce the damage of the crisis and protect the corporate image and brand from infringement</li> <li>• Establish a cyber crisis monitoring system and a comprehensive cyber crisis response strategy</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> <li>• Manage crisis of social media public relations 111274L4</li> <li>• Manage crisis of internet public relations 111275L4</li> </ul>

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Job 9	Content Marketing Executive / Digital Marketing Officer / Digital Marketing Analyst	
Major Job Scope		Associated UoC Title and Code
<p>Content Marketing Management:</p> <ul style="list-style-type: none"> <li>• Apply the customer behaviour and preference analysis to understand the customer needs, and improve user experience, website usability; and increase sales success rate through digital content created internally or by agents, so as to provide a basis for network marketing strategies and website operation and management</li> <li>• Manage the organisation’s online branded products to retain existing customers, attract new customers and generate potential customers</li> <li>• Manage the organisation’s online shopping system to ensure that the current system functions and operating procedures are in line with the organisation’s operational policies and user needs</li> <li>• Utilise the knowledge of retail inventory management and computer networks to properly manage the online inventory of the organisation, so as to assist in the organisation’s retail business development</li> <li>• Manage and record customers’ sales activities, as well as corresponding profit and loss calculations and data records</li> <li>• Analyse data and submit reports, draw conclusions for analysis objectives (e.g., evaluate a product, an operational event), report marketing problems and solutions, and serve as a reference for decision-making</li> </ul>		<ul style="list-style-type: none"> <li>• Analyse customers’ purchase patterns 111395L5</li> <li>• Manage online brands 111404L3</li> <li>• Manage online shopping 111405L3</li> <li>• Manage online inventory 111406L3</li> <li>• Handle customer profile and activity record 111402L3</li> <li>• Analyse website data and prepare report 111394L4</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Leverage technologies (e.g. artificial intelligence) to enhance creativity to solve problems and innovate to enhance the effectiveness of individuals, teams and organisations</li> </ul>		<ul style="list-style-type: none"> <li>• Make use of technology to enhance creativity and efficiency 111249L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> <li>• Self-quality management 111238L1</li> </ul>

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Job 10	Digital Marketing Assistant / Assistant Digital Marketing Analyst	
Major Job Scope		Associated UoC Title and Code
<p>Content Marketing Management:</p> <ul style="list-style-type: none"> <li>• Provide account services for various service plans offered to different customer segments via product / service provision channels</li> <li>• Conduct effective online sales in accordance with the established online sales procedures and product promotion strategies of the organisation, so as to assist the organisation’s retail business development</li> <li>• Use website traffic analysis tools to collect relevant data for statistics and analysis</li> <li>• Collect website traffic in different periods and perform statistics and comparative analysis on relevant data</li> <li>• Collect visitor data for segmentation, and perform statistical and comparative analysis</li> <li>• Evaluate the effectiveness of different search engines through the analysis of search engines, keywords, etc</li> <li>• Analyse the category, destination, price, and channel of the order, and provide a basis for network marketing strategy and website operation and management</li> <li>• Maintain good online customer relationship and improve online sales business</li> </ul>		<ul style="list-style-type: none"> <li>• Undertake general administrative work for accounts services 111397L2</li> <li>• Conduct online sales 111400L2</li> <li>• Perform website traffic analytics 111389L3</li> <li>• Perform website traffic time analytics 111390L3</li> <li>• Perform website visitor analytics 111391L3</li> <li>• Perform search engine analytics 111392L3</li> <li>• Perform customer order analytics 111393L3</li> <li>• Retain online customers 111399L2</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Customer Relationship Management

Job 11	Customer Relationship Management Director	
Major Job Scope		Associated UoC Title and Code
<p>Customer Relationship Management Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Comply with relevant business laws and build a good organisational image in the general public and customers</li> <li>• Formulate effective customer relationship management (CRM) strategies according to corporate mission and objectives, so as to retain existing customers, attract new customers and find potential customers to develop retail business</li> <li>• Provide satisfactory service to customers, improve the relationship with customers, and cultivate customer loyalty</li> <li>• Formulate customer service scheme to provide quality service according to the operational policy of the organisation and the market trend, so as to enhance the corporate image and business</li> <li>• Establish and implement a set of customer service performance criteria according to the customer relationship strategies of the organisation in order to enhance its image and retail business</li> <li>• Develop a set of after-sales service plans that comply with regulations and are best suited for the organisation to help grow the retail business</li> <li>• Develop effective customer relationship management strategy to review and integrate relevant information and data for analysis and set the long-term development direction for the corporate</li> <li>• Establish and maintain business partner relationship to reduce uncertainty of cooperation and enhance customer satisfaction</li> </ul>		<ul style="list-style-type: none"> <li>• Build an organisational image 111233L6</li> <li>• Formulate customer relationship management strategies 111342L6</li> <li>• Maintain and improve customer relationship strategy 111276L5</li> <li>• Formulate customer service scheme 111341L5</li> <li>• Establish customer service performance criteria 111339L5</li> <li>• Formulate after-sales service plans 111262L5</li> <li>• Analyse, plan and optimise Customer Relationship Management system 111279L5</li> <li>• Manage business partner relationship 111280L6</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 12	Customer Relationship Management Manager	
Major Job Scope		Associated UoC Title and Code
<p>Customer Relationship Management:</p> <ul style="list-style-type: none"> <li>• Ensure that customers are satisfied with the products / services provided by the organisation; and maintain customer satisfaction level by reviewing the products and services regularly</li> <li>• Assess the customer service scheme and performance indicators to improve customer service, develop corporate business and enhance corporate image</li> <li>• Provide more attractive measures to existing customers and explore their new needs or identify potential customers</li> <li>• Understand and apply the main operational modules of the Customer Relationship Management System</li> </ul>		<ul style="list-style-type: none"> <li>• Review products and services to maintain customer satisfaction level 111335L4</li> <li>• Review customer service scheme 111336L4</li> <li>• Explore potential requirements of customers 111277L5</li> <li>• Apply technology to support customer relationship management 111278L5</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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Job 13	Customer Relationship Management Officer / Executive	
Major Job Scope		Associated UoC Title and Code
<p>Customer Relationship Management:</p> <ul style="list-style-type: none"> <li>• Implement customer service management and provide quality services to satisfy customer needs and develop the retail business of the organisation</li> <li>• Master consumer behaviour psychology and apply general techniques of promoting products / services to facilitate transaction</li> <li>• Handle customer complaints effectively according to the procedures and criteria of the organisation, and follow up to customers' satisfaction</li> <li>• Handle complaints, resolve issues or report to customers</li> <li>• Conduct targeted surveys to reduce churn</li> </ul>		<ul style="list-style-type: none"> <li>• Implement quality customer service scheme 111331L3</li> <li>• Master consumer psychology and behaviour 111332L3</li> <li>• Handle customers' complaints 111333L3</li> <li>• Deal with customer complaints 111272L3</li> <li>• Investigate customer satisfaction 111273L3</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Leverage technologies (e.g. artificial intelligence) to enhance creativity to solve problems and innovate to enhance the effectiveness of individuals, teams and organisations</li> </ul>		<ul style="list-style-type: none"> <li>• Make use of technology to enhance creativity and efficiency 111249L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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Job 14	Customer Relationship Management Assistant	
Major Job Scope		Associated UoC Title and Code
<p>Customer Relationship Management:</p> <ul style="list-style-type: none"> <li>• Understand the basic information of the organisation’s products and be able to comprehensively convey them to customers</li> <li>• Provide support and consulting services to customers</li> <li>• Use fundamental communication skills to serve customers and understand their needs to facilitate transactions</li> <li>• Understand customers’ purchase needs, provide suitable information to help them choose suitable products, and recommend the organisation’s new products and services to the customer</li> <li>• Use good communication and interpersonal skills to foster interaction with the customers, so as to gain their trust and commitment, and assist in the organisation’s retail business development</li> <li>• Introduce / promote the organisation’s loyalty programme to customers, such as members’ benefits of advantages, in order to enhance customer loyalty to the organisation, and exhibit the organisation’s professional service attitude towards customers and its future development policy, etc</li> </ul>		<ul style="list-style-type: none"> <li>• Provide product information 111271L2</li> <li>• Provide support and advice to customers 111327L1</li> <li>• Serve customers 111328L1</li> <li>• Build up relationship with customers 111329L2</li> <li>• Use good communication skills to facilitate transactions 111330L2</li> <li>• Promote loyalty programmes to customers 111241L2</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Merchandising / E-commerce Merchandising

Job 15	Head of Merchandising / Merchandising Director / Merchandising Director (E-Commerce)	
Major Job Scope		Associated UoC Title and Code
<p>Merchandising / E-commerce Sourcing Strategies and Policies:</p> <ul style="list-style-type: none"> <li>Supervise and manage international purchasing activities by their broad international horizons and profound expertise in purchasing in order to promote the development of the retail business of the organisation</li> <li>Formulate a purchasing strategy to promote the retail business development and reduce excess inventory so as to achieve maximum investment return</li> <li>Monitor and evaluate suppliers' performance and review the cooperative relationship with them</li> <li>Formulate a competitive product pricing strategies in order to develop the retail business and to increase competitiveness of the organisation</li> <li>Understand the local business laws and regulations, strictly follow and apply them in daily operation and management of the organisation in order to protect the benefit of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>Manage international purchasing 111295L6</li> <li>Formulate purchasing strategy 111296L6</li> <li>Plan a purchasing system 111292L5</li> <li>Formulate product pricing strategies 111263L5</li> <li>Comply with business laws 111221L3</li> </ul>
<p>Data Analysis:</p> <ul style="list-style-type: none"> <li>Analyse and assess suppliers' information and manage relationships with suppliers</li> <li>Master the technology of business intelligence and analysis, use database, data mining, online analysis and other techniques to analyse a large amount of commercial data obtained to support business decision-making</li> </ul>		<ul style="list-style-type: none"> <li>Manage relationship with suppliers 111290L5</li> <li>Analyse business data 111396L5</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 16	Merchandising Manager / Merchandising Manager (E-Commerce) / Category Manager / Brand Manager	
Major Job Scope		Associated UoC Title and Code
<p>Policy Management:</p> <ul style="list-style-type: none"> <li>Understand the local business laws and regulations, strictly follow and apply them in daily operation and management of the organisation in order to protect the benefit of the organisation</li> <li>Understand the organisation’s business and operating policies, and implement its business plan</li> <li>Assess the effectiveness of the loss prevention policies of the organisation, and put forward recommendations for improvement</li> <li>Manage the financial plan, compile the budget and control the expenditure, so as to make the organisation’s financial management more effective</li> </ul>	<ul style="list-style-type: none"> <li>Comply with business laws 111221L3</li> <li>Implement business plan 111223L4</li> <li>Audit loss prevention policies 111224L4</li> <li>Manage budget and financial plan 111225L4</li> </ul>	
<p>Data Analysis:</p> <ul style="list-style-type: none"> <li>Apply the customer behaviour and preference analysis to understand the customer needs, supervise and improve user experience, website usability, sales success rate; and provide a basis for network marketing strategy, website operation management, merchandising, etc</li> </ul>	<ul style="list-style-type: none"> <li>Analyse customers’ purchase patterns 111395L5</li> </ul>	
<p>Operations Management:</p> <ul style="list-style-type: none"> <li>Prepare contract terms to protect the benefit of the organisation in buying products or services</li> <li>Negotiate contract with suppliers in order to purchase quality guaranteed goods with the most favourable price and earn higher profits for the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Negotiate a contract 111291L5</li> <li>Purchase goods 111293L5</li> </ul>	
<p>Merchandising / E-commerce Merchandising &amp; Supply Chain Management (Merchandising):</p> <ul style="list-style-type: none"> <li>State the problem to the supplier and resolve the problem by negotiation independently when goods have special condition / problem and the supplier is found responsible</li> <li>Introduce appropriate suppliers for products / services of the organisation and establish partnerships with them</li> <li>Import goods for retail business, including product procurement, inventory methods, and product marketing</li> </ul>	<ul style="list-style-type: none"> <li>Handle problems with suppliers 111287L4</li> <li>Establish partnerships with suppliers 111288L4</li> <li>Import goods 111289L4</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>Promote public relations crisis management policy 111226L4</li> </ul>	

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Job 17	Merchandiser / Merchandising Officer / Merchandiser (E-Commerce) / Merchandising Officer (E-Commerce)	
Major Job Scope		Associated UoC Title and Code
<p>Merchandising / E-commerce Merchandising &amp; Supply Chain Management (Merchandising):</p> <ul style="list-style-type: none"> <li>• Choose suitable suppliers in order to purchase suitable goods in right quantities from them according to established purchasing procedures of the organisation and limits of authority of the relevant post</li> <li>• Master different procedures and requirements for the import and export of goods (e.g. national laws, corporate procedures, customs procedures) to complete the import and export of goods</li> <li>• Introduce to employees of different positions the detailed information and characteristics of the product purchased by the organisation, so that they can sell it to customers more successfully in their respective working area</li> <li>• Understand the needs of the organisation for the purchase of goods and be able to purchase good quality goods at the best price</li> <li>• Implement quality control of goods to ensure that the quality of incoming and outgoing goods is up to standard</li> </ul>		<ul style="list-style-type: none"> <li>• Implement the purchase 111283L3</li> <li>• Implement the import and export of goods 111302L3</li> <li>• Introduce products 111284L3</li> <li>• Buy goods 111285L3</li> <li>• Implement quality control of goods 111286L3</li> </ul>
<p>Data Analysis:</p> <ul style="list-style-type: none"> <li>• Analyse the category, destination, price, and channel of the order, and provide a basis for network marketing strategy, website operation management, merchandising, etc</li> </ul>		<ul style="list-style-type: none"> <li>• Perform customer order analytics 111393L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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<b>Job 18</b>	Merchandise Associate / Merchandising Assistant / Merchandising Assistant (E-Commerce)	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Merchandising / E-commerce Merchandising & Supply Chain Management (Merchandising): <ul style="list-style-type: none"> <li>• Handle trade documents to enable smooth transaction of goods</li> <li>• Complete the procedures for receiving and delivering goods properly</li> <li>• Handle the payments to suppliers and creditors, including local or international suppliers, according to established payment procedures of the organisation, and the payment amount should not exceed the job authority</li> <li>• Handle commonly-used documents for daily shipments</li> <li>• Receive and record goods in accordance with the organisation's procedures under predictable and regular circumstances</li> </ul>		<ul style="list-style-type: none"> <li>• Handle trade documents 111281L2</li> <li>• Implement goods delivery 111300L2</li> <li>• Handle payments for purchases 111282L2</li> <li>• Handle commonly-used shipping documents 111297L1</li> <li>• Receive goods for storage 111298L1</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

<b>Job 19</b>	Visual Merchandising Manager	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Visual Merchandising / Visual Merchandising / Merchandising Management: <ul style="list-style-type: none"> <li>• Understand the basic system and content of corporate costs</li> <li>• Use a wide range of product knowledge and marketing techniques to draw up the most appropriate window design plan to help the development of retail business</li> <li>• Monitor and control the project cost, and update the project cost accordingly so that a project can be completed within an approved budget</li> </ul>		<ul style="list-style-type: none"> <li>• Manage corporate costs 111228L5</li> <li>• Draw up store and window design plans 111367L5</li> <li>• Monitor and control the project cost 111417L5</li> </ul>
Data Analysis: <ul style="list-style-type: none"> <li>• Research and analyse the latest lifestyle trends and design trends; plan, design and implement creative visual merchandising strategies to demonstrate strong communication power, enable the organisation to make use of various online and offline channels to deliver brand messages to customers and increase the success rate of sales</li> </ul>		<ul style="list-style-type: none"> <li>• Research and analyse the latest life trends and design trends; plan, design and implement creative visual merchandising strategies 111294L5</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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<b>Job 20</b>	Visual Merchandiser / Visual Merchandising Supervisor	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Store Operation (Merchandising): <ul style="list-style-type: none"> <li>• Display / show commodities properly in retail stores to attract and facilitate customers to buy</li> <li>• Manage store displays according to the design plan and goal so as to cope with the marketing strategies of the organisation and facilitate its retail business development and boost sales</li> <li>• Arrange the exhibition items of the showroom properly so as to support the smooth operation of the exhibitions held by the organisation</li> <li>• Apply product display skills to identify and use materials suitable for window or indoor display, so as to highlight the characteristics of products to meet the sales and promotion target</li> </ul>		<ul style="list-style-type: none"> <li>• Implement commodity display 111357L3</li> <li>• Manage store displays 111364L4</li> <li>• Arrange the exhibition items of the showroom 111427L3</li> <li>• Identify and use display materials 111428L3</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

<b>Job 21</b>	Visual Merchandising Assistant	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Store Operation (Merchandising): <ul style="list-style-type: none"> <li>• Implement the organisation's store and window design plan and provide a safe shopping environment for customers</li> <li>• Complete the preparation of the commodity display</li> </ul>		<ul style="list-style-type: none"> <li>• Implement store design plan 111352L3</li> <li>• Prepare for commodity display 111237L1</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Supply Chain Management

Job 22	Supply Chain Director / Logistics Director	
Major Job Scope		Associated UoC Title and Code
<p>Supply Chain Management Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Identify the process of outsourcing logistics services and monitor the performance of outsourcers/service providers to improve the operational efficiency of the organisation</li> <li>• Develop logistics solutions covering cross-border regions (e.g. Pearl River Delta or other countries) to provide more cost-effective logistics services to support the expansion of the organisation’s business</li> <li>• Establish appropriate supply and distribution chains for the organisation and enable continuous improvement to facilitate the development of the organisation’s retail business</li> <li>• Lead the team to formulate the logistics management business continuity plans and ensure that the goods can be delivered to the retail points on time</li> <li>• Formulate effective inventory management strategies to ensure the accuracy of inventory</li> <li>• Formulate inventory control systems to reflect the real inventory situation; and optimise inventory management for an effective retail business management</li> <li>• Formulate cross-border warehousing and logistics strategy to maintain efficient and low-cost logistics solutions for the most benefit of the corporate</li> <li>• Forecast product sales performance in order to formulate the business planning process and boost the sales</li> </ul>		<ul style="list-style-type: none"> <li>• Manage third party logistics services 111325L6</li> <li>• Formulate cross-border logistics solutions 111322L6</li> <li>• Improve the supply and distribution chain 111321L6</li> <li>• Develop logistics management business continuity plans 111320L5</li> <li>• Formulate inventory management strategies 111319L5</li> <li>• Formulate inventory control systems 111315L5</li> <li>• Formulate cross-border warehousing and logistics strategy 111326L6</li> <li>• Forecast product sales performance 111260L5</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Formulate risk management plans for different working procedures based on the thorough understanding of the transport procedures</li> <li>• Handle logistics crises effectively in order to protect the benefit of the organisation with respect to its long-term development and business management</li> <li>• Develop risk management policies and procedures, establish and maintain fair business practices, protect intellectual property rights and avoid infringements, and strengthen consumer confidence in the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Formulate risk management plans 111324L6</li> <li>• Handle logistics crises 111323L6</li> <li>• Develop risk management policies and procedures related to intellectual property (IP) 111235L6</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 23	Supply Chain Manager / Logistics Manager	
Major Job Scope		Associated UoC Title and Code
<p>Policy Management:</p> <ul style="list-style-type: none"> <li>Understand the local business laws and regulations, strictly follow and apply them in daily operation and management of the organisation in order to protect the benefit of the organisation</li> <li>Understand the organisation’s business and operating policies, and implement its business plan</li> <li>Assess the effectiveness of the loss prevention policies of the organisation, and put forward recommendations for improvement</li> <li>Manage the financial plan, compile the budget and control the expenditure, so as to make the organisation’s financial management more effective</li> </ul>	<ul style="list-style-type: none"> <li>Comply with business laws 111221L3</li> <li>Implement business plan 111223L4</li> <li>Audit loss prevention policies 111224L4</li> <li>Manage budget and financial plan 111225L4</li> </ul>	
<p>Merchandising &amp; Supply Chain Management (Logistics / Warehouse):</p> <ul style="list-style-type: none"> <li>Perform different forms of e-commerce logistics operations</li> <li>Follow the organisation’s operational procedures, business continuity plans and emergency response measures, etc. in order to reduce the losses of the organisation, customers and business partners, and enable the business to resume normal operation</li> <li>Manage inventory to support the overall supply chain operation of the organisation</li> <li>Confirm the supports required for the retail units and arrange appropriate resources to ensure that the goods are delivered to these units</li> </ul>	<ul style="list-style-type: none"> <li>Implement e-commerce logistics operating procedures 111310L4</li> <li>Implement logistics management business continuity plans 111311L4</li> <li>Manage inventory 111312L4</li> <li>Provide logistic support 111313L4</li> </ul>	
<p>Operations Management:</p> <ul style="list-style-type: none"> <li>Establish and maintain an overall smooth supply chain for the organisation addressing to the floating demand for various types of goods of different departments / stores of the organisation</li> <li>Take full consideration of the organisation’s requirements for warehouse space, plan warehouse space and layout effectively, providing sufficient space for storage of goods and a safe working environment for staff</li> <li>Select appropriate logistics equipment according to daily warehouse operation needs, commodity type, storage method, etc.</li> <li>Manage inventory at various stocking points (including bonded warehouses) properly and complete relevant reporting procedures to support smooth operation of the overall supply chain of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Establish and maintain a supply chain 111318L5</li> <li>Optimise warehouse space utilisation and layout planning 111316L5</li> <li>Manage logistics equipment 111317L5</li> <li>Manage imported and exported goods for cross-border e-business 111314L4</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>Promote public relations crisis management policy 111226L4</li> </ul>	

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Job 24	Supply Chain Officer / Logistics Officer	
Major Job Scope		Associated UoC Title and Code
<p>Merchandising &amp; Supply Chain Management (Logistics / Warehouse):</p> <ul style="list-style-type: none"> <li>• Supervise the delivery of goods (from distribution centres to retail outlets) and handle returns for various reasons during the delivery process</li> <li>• Master, organise and evaluate the organisation’s procedures and information of product wholesale, distribution, inventory and transport</li> <li>• Implement logistics safety and health management measures to comply with organisational and regulatory requirements</li> <li>• Monitor the inventory level to ensure there is sufficient inventory to meet the business needs</li> <li>• Implement the organisation’s established inventory procedures to ensure that the relevant operational procedures are carried out</li> <li>• Arrange for transport vehicles to be repaired and maintained to ensure they meet safety requirements</li> <li>• Present and analyse inventory information and perform retail inventory management</li> <li>• Perform different forms of e-commerce logistics operations</li> </ul>		<ul style="list-style-type: none"> <li>• Supervise the delivery of goods 111303L3</li> <li>• Supervise the product distribution process 111304L3</li> <li>• Implement logistic safety and health management measures 111305L3</li> <li>• Monitor the inventory level to meet the demand 111306L3</li> <li>• Implement inventory procedures 111307L3</li> <li>• Arrange maintenance and repair for transportation means 111308L3</li> <li>• Perform retail inventory management 111309L3</li> <li>• Implement e-commerce logistics operating procedures 111310L4</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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<b>Job 25</b>	Supply Chain Assistant	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Merchandising & Supply Chain Management (Logistics / Warehouse): <ul style="list-style-type: none"> <li>• Handle commonly-used documents for daily shipments</li> <li>• Receive and record goods in accordance with the organisation’s procedures under predictable and regular circumstances</li> <li>• Handle the goods including but not limited to the organisation at distribution centres and pack them properly according to their nature to facilitate future delivery and sales activities</li> <li>• Complete the procedures for receiving and delivering goods properly</li> <li>• Process returned goods in distribution centres or warehouses and ensure that the return records are correct</li> <li>• Arrange for transport vehicles to be repaired and maintained to ensure they meet safety requirements</li> <li>• Present and analyse inventory information, and perform retail inventory management</li> </ul>		<ul style="list-style-type: none"> <li>• Handle commonly-used shipping documents 111297L1</li> <li>• Receive goods for storage 111298L1</li> <li>• Package goods in distribution centres 111299L1</li> <li>• Implement goods delivery 111300L2</li> <li>• Receive returned goods in distribution centres 111301L2</li> <li>• Arrange maintenance and repair for transportation means 111308L3</li> <li>• Perform retail inventory management 111309L3</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

<b>Job 26</b>	Warehouse Clerk	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Merchandising & Supply Chain Management (Logistics / Warehouse): <ul style="list-style-type: none"> <li>• Handle commonly-used documents for daily shipments</li> <li>• Receive and record goods in accordance with the organisation’s procedures under predictable and regular circumstances</li> <li>• Handle the goods including but not limited to the organisation at distribution centres and pack them properly according to their nature to facilitate future delivery and sales activities</li> <li>• Complete the procedures for receiving and delivering goods properly</li> <li>• Process returned goods in distribution centres or warehouses and ensure that the return records are correct</li> </ul>		<ul style="list-style-type: none"> <li>• Handle commonly-used shipping documents 111297L1</li> <li>• Receive goods for storage 111298L1</li> <li>• Package goods in distribution centres 111299L1</li> <li>• Implement goods delivery 111300L2</li> <li>• Receive returned goods in distribution centres 111301L2</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Customer Services

Job 27	Customer Service Director	
	Major Job Scope	Associated UoC Title and Code
<p>Customer Service Management Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Develop effective customer service management strategies to meet customer needs, enhance the organisation’s image and expand retail business</li> <li>• Provide satisfactory service to customers, improve the relationship with customers, and cultivate customer loyalty</li> <li>• Formulate customer service plans to provide quality services based on business strategies, consumer trends, data analysis and feedback from key stakeholders to enhance the image of the organisation and develop the organisation’s retail business</li> <li>• Establish a customer service quality assurance mechanism to ensure that customers receive the best quality customer service and promote a good image of the organisation</li> <li>• Establish and implement an appropriate set of customer service performance standards in line with the organisation’s customer relationship management strategy to enhance the organisation’s image and retail business</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate customer service management strategies 111343L6</li> <li>• Maintain and improve customer relationship strategy 111276L5</li> <li>• Formulate customer service scheme 111341L5</li> <li>• Establish quality guarantee for customer satisfaction 111340L5</li> <li>• Establish customer service performance criteria 111339L5</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop a set of risk management strategies and compliance policies (e.g. privacy policies) in accordance with the organisation’s operational goals and strategies for staff to comply with and implement to protect the interests of the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Develop risk management strategies 111366L5</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>	

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Job 28	Customer Service Manager	
Major Job Scope		Associated UoC Title and Code
<p>Customer Service Management:</p> <ul style="list-style-type: none"> <li>• Ensure that customers are satisfied with the products / services provided by the organisation; and maintain customer satisfaction level by reviewing the products and services regularly</li> <li>• Assess the customer service scheme and performance indicators effectively according to the strategies and objectives of the organisation so as to improve customer service, develop corporate business and enhance corporate image</li> <li>• Provide more attractive measures to existing customers and explore their new needs or identify potential customers</li> <li>• Act as a customer relationship manager of the organisation, establish and maintain relationships with partners, reduce uncertainties, and improve customer satisfaction</li> <li>• Set up a dedicated team to handle customer feedback, collect and analyse customer feedback and data analysis results, so as to optimise various operational processes, product and service quality</li> <li>• Leverage new technology systems to lead the team to continuously improve customer service quality</li> </ul>		<ul style="list-style-type: none"> <li>• Review products and services to maintain customer satisfaction level 111335L4</li> <li>• Review customer service scheme 111336L4</li> <li>• Explore potential requirements of customers 111277L5</li> <li>• Manage business partner relationship 111280L6</li> <li>• Lead the team to adapt to the renewal and change of the technology system 111337L4</li> <li>• Oversee the channels for collecting customer opinions and analyse the opinions 111338L4</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies related to customer services and the law, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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<b>Job 29</b>	Customer Service Officer	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Customer Service Management:		
<ul style="list-style-type: none"> <li>Handle customer complaints effectively and follow up to customers' satisfaction</li> <li>Handle complaints, resolve issues or report to customers</li> </ul>		<ul style="list-style-type: none"> <li>Handle customers' complaints 111333L3</li> <li>Deal with customer complaints 111272L3</li> </ul>
Store Operations (General):		
<ul style="list-style-type: none"> <li>Implement customer service management and provide quality services to satisfy customer needs and develop the retail business of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>Implement quality customer service scheme 111331L3</li> </ul>
Performance Management:		
<ul style="list-style-type: none"> <li>Manage customer service performance of frontline staff and provide on-the-job training and coaching when necessary</li> </ul>		<ul style="list-style-type: none"> <li>Manage customer service performance of frontline staff 111334L3</li> </ul>
Crisis Management:		
<ul style="list-style-type: none"> <li>Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>Implement public relations crisis management policy 111222L3</li> </ul>

<b>Job 30</b>	Customer Service Assistant	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Customer Service:		
<ul style="list-style-type: none"> <li>Understand the basic information of the organisation's products and be able to comprehensively convey them to customers</li> </ul>		<ul style="list-style-type: none"> <li>Provide product information 111271L2</li> </ul>
Store Operations (General):		
<ul style="list-style-type: none"> <li>Provide support and consulting services to customers in retail stores</li> <li>Understand customers' purchase needs, provide suitable information to help them choose suitable products, and recommend the organisation's new products and services to them</li> </ul>		<ul style="list-style-type: none"> <li>Provide support and advice to customers 111327L1</li> <li>Build up relationship with customers 111329L2</li> </ul>
Crisis Management:		
<ul style="list-style-type: none"> <li>Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Store Operations

Job 31	Retail Operation Director	
Major Job Scope		Associated UoC Title and Code
<p>Retail Operations Strategy and Policy:</p> <ul style="list-style-type: none"> <li>Comply with relevant business laws and build a good organisational image in the general public and customers</li> <li>Establish appropriate operations strategies and goals, manuals and systems to ensure smooth operations of daily retail business and achieve the best customer service and business results, taking into account the size and variety of retail outlines, other relevant factors and technology</li> <li>Build and develop a capable frontline sales team to execute sales and customer service to achieve business and service objectives</li> <li>Analyse and evaluate sales team's performance, market and competitors' conditions, etc., and collaborate with other departments to formulate sales team management strategies, manpower planning, operation modes and incentive plans to achieve the organisation's overall goals and deliverables</li> </ul>		<ul style="list-style-type: none"> <li>Build an organisational image 111233L6</li> <li>Establish the retail sales system 111368L5</li> <li>Build and lead a sales team 111250L4</li> <li>Formulate sales team management strategies 111268L6</li> </ul>
<p>Data Analytics:</p> <ul style="list-style-type: none"> <li>Analyse market factors and statistics to capture the development trends of the retail market and the industry, and formulate feasible and forward-looking market development objectives</li> </ul>		<ul style="list-style-type: none"> <li>Monitor the retail market trends and formulate market development objectives 111270L6</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Develop a set of risk management strategies (including customer-related policies and guidelines, occupational safety and health) in accordance with the organisation's operational goals and strategies for staff to comply with and implement to protect the interests of the organisation</li> <li>Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>Develop risk management strategies 111366L5</li> <li>Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 32	Area / District Manager	
Major Job Scope		Associated UoC Title and Code
<b>Policy Management:</b> <ul style="list-style-type: none"> <li>• Understand the organisation’ s business and operating policies, and implement its business plan</li> <li>• Understand the local business laws and regulations, strictly follow and apply them in daily operation and management of the organisation in order to protect the benefit of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Implement business plan 111223L4</li> <li>• Comply with business laws 111221L3</li> </ul>
<b>Store Operations (General):</b> <ul style="list-style-type: none"> <li>• Implement workplace management and maintenance work according to the business strategies, policies, and management codes and/or operations manual of the organisation so as to ensure smooth operation of its retail business</li> <li>• Analyse and assess the impact of the termination of franchise on the organisation’s operation and terminate the rights according to schedule so as to reduce the impact on daily operation</li> </ul>		<ul style="list-style-type: none"> <li>• Manage and maintain workplace 111358L4</li> <li>• Manage the termination of franchise 111359L4</li> </ul>
<b>Store Operations (Personnel Management):</b> <ul style="list-style-type: none"> <li>• Lead and motivate frontline operations teams to deliver a great customer experience to achieve business plans and financial performance</li> <li>• Manage frontline staffing, business goal planning and day-to-day duties, and provide daily operational reports to the organisation to achieve optimal teamwork and financial performance</li> </ul>		<ul style="list-style-type: none"> <li>• Manage the retail team 111360L4</li> <li>• Deploy staff 111354L3</li> </ul>
<b>Crisis Management:</b> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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Job 33	Shop / Store Manager	
Major Job Scope		Associated UoC Title and Code
<p>Store Operations (General):</p> <ul style="list-style-type: none"> <li>• Manage financial resources of the store (including staffing, expenses and revenue generated from sales), including controlling costs and expenses, formulating store sales budgets, and effectively managing the daily operations of the store in accordance with the established operating manuals of the organisation</li> <li>• Meet customer needs, adjust and implement the organisation’s inventory planning, promotion, product display and other operational management directions</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the financial resources of the retail store 111362L4</li> <li>• Manage retail store inventory 111363L4</li> </ul>	
<p>Store Operations (Personnel Management):</p> <ul style="list-style-type: none"> <li>• Build a highly motivated team to provide the best customer service and experience, and achieve the store’s business and financial goals set by the organisation</li> <li>• Manage and monitor the subordinate’s work performance so as to meet the established performance standards and achieve effective human resources management</li> </ul>	<ul style="list-style-type: none"> <li>• Manage the retail team 111360L4</li> <li>• Manage the subordinate’s work performance 11365L4</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Prevent product loss according to related policy and procedures of the organisation so as to safeguard its benefits and improve the product management procedures / system at the store</li> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Inspect the product loss prevention measures 111361L4</li> <li>• Promote public relations crisis management policy 111226L4</li> </ul>	

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Job 34	Shop / Store Supervisor	
Major Job Scope		Associated UoC Title and Code
<p>Shop Operations (Cleaning &amp; Maintenance/Repair Management):</p> <ul style="list-style-type: none"> <li>• Implement the organisation’s established safety guidelines to prevent / reduce the occurrence of accidents</li> <li>• Keep the retail stores environment clean and hygienic in order to prevent accidents and the corporate image</li> </ul>		<ul style="list-style-type: none"> <li>• Implement work safety guidelines 111350L2</li> <li>• Keep the retail environment clean and tidy 111351L2</li> </ul>
<p>Store Operations (General):</p> <ul style="list-style-type: none"> <li>• Implement advertising and promotional activities to achieve the organisation’s sales targets</li> <li>• Implement a sales plan in daily work in order to achieve the sales target</li> <li>• Implement customer service management and provide quality services according to the quality customer service scheme, procedures and standards of the organisation so as to satisfy customer needs and develop the retail business</li> <li>• Handle customer complaints effectively according to the procedures and criteria of the organisation, and follow up to customers’ satisfaction</li> <li>• Classify goods after analysis and judgement according to the organisation’s goods classifications guidelines and procedures</li> <li>• Use the retail sales system to ensure the smooth day-to-day operations of the sales and transactions of goods in the retail stores</li> <li>• Display / show commodities properly in retail stores to attract and facilitate customers to buy</li> </ul>		<ul style="list-style-type: none"> <li>• Implement advertising and promotional activities 111243L3</li> <li>• Implement a sales plan 111244L3</li> <li>• Implement quality customer service scheme 111331L3</li> <li>• Handle customers’ complaints 111333L3</li> <li>• Set up goods classification 111355L3</li> <li>• Use the retail sales system 111356L3</li> <li>• Implement commodity display 111357L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement shop security procedures and arrangements of the organisation so as to avoid goods/properties loss and safeguard the benefits of the organisation</li> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement shop security procedures 111353L3</li> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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Job 35	Sales Advisor / Sales Associate / Sales Representative	
Major Job Scope		Associated UoC Title and Code
<p>Store Operations (Merchandise Handling):</p> <ul style="list-style-type: none"> <li>• Complete related work accurately within specified time according to the established codes and procedures for retail sales system clearing of the organisation</li> <li>• Ensure sufficient supply of products and smooth daily operation of the stores</li> <li>• Process customer orders according to the organisation’s established procedures</li> <li>• Handle cash, credit cards and other electronic payments accurately and quickly for smooth transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Perform retail sales system clearing 111345L2</li> <li>• Replenish shelves 111346L2</li> <li>• Process orders 111348L2</li> <li>• Handle cash and credit card transaction payment 111349L2</li> </ul>	
<p>Store Operations:</p> <ul style="list-style-type: none"> <li>• Follow the code of practice for personal hygiene to implement general sterilisation and cleaning</li> </ul>	<ul style="list-style-type: none"> <li>• Implement hygiene procedures 111344L1</li> </ul>	
<p>Information Technology:</p> <ul style="list-style-type: none"> <li>• Use information equipment/systems, data entry systems and perform basic repair work at the operating site properly</li> </ul>	<ul style="list-style-type: none"> <li>• Operate IT equipment / systems for retail business 111398L2</li> </ul>	
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>• Assist in building team spirit</li> </ul>	<ul style="list-style-type: none"> <li>• Commit to the work of the retail team 111347L2</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>	

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## Core Functional Area: Human Resource Management & Development

Job 36	Human Resource Management & Development Director	
Major Job Scope		Associated UoC Title and Code
<p>Human Resource Management and Development Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Comply with relevant business laws and build a good organisational image in the general public and customers</li> <li>• Pay close attention to talent trends and changes in the macro environment, and formulate a set of appropriate and effective human resource strategies and policies in line with the overall goals and resources of the organisation to support the development of the organisation’s retail business</li> <li>• Engage key stakeholders in identifying and addressing any challenges to the behaviour expected in the implementation of the vision, mission, core values or organisational culture, and in establishing improvement plans to align the organisation’s vision, mission, core values and behavioural expectations</li> <li>• Design human resource operation systems and procedures in response to business and human resource strategies to enable all relevant units and personnel to perform their duties consistently</li> <li>• Develop policies and guidelines on the rank/pay scale structure to compensate all levels of staff in a fair and equitable manner, manage payroll matters, reflect relativity within the organisation and promote career development</li> <li>• Understand the overall human resource situation of the organisation and the demand for staff in each position, and formulate a plan for recruitment, development and retention of staff to retain high-quality staff with good performance</li> <li>• Develop staff training and development programmes to enhance staff skills and knowledge to assist in the development of the organisation’s retail business</li> <li>• Develop and maintain employee value orientation and employer brand strategy, which will become an integral part of the organisation’s talent management, employer brand and goodwill management</li> <li>• Design performance management policies, procedures and systems based on the organisation’s business needs, strategic direction and philosophy of dealing with people</li> </ul>		<ul style="list-style-type: none"> <li>• Build an organisational image 111233L6</li> <li>• Formulate human resources strategy and policies 111388L6</li> <li>• Align the organisation’s vision, mission, core values (VMV) and behavioural expectations HRM106918L6</li> <li>• Translate human resource (HR) strategies into operational systems and procedures HRM106913L6</li> <li>• Design job / pay grade structure HRM106969L6</li> <li>• Formulate a staff retention plan 111386L5</li> <li>• Formulate a staff training and development plan 111385L5</li> <li>• Develop employee value proposition and design employer branding strategy HRM106959L6</li> <li>• Design performance management policies, procedures and system HRM107015L6</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Assess the key business risks of the organisation as a whole or the HR function to maintain uninterrupted HR support and services</li> <li>• Develop a set of risk management strategies in accordance with the organisation’s operational goals and strategies for staff to comply with and implement to protect the interests of the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>		<ul style="list-style-type: none"> <li>• Evaluate organisational or key business risks of human resource (HR) functions HRM107080L6</li> <li>• Develop risk management strategies 111366L5</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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Job 37	Human Resource Management & Development Manager	
Major Job Scope		Associated UoC Title and Code
<p>Policy Management:</p> <ul style="list-style-type: none"> <li>Promote the organisation’s vision, mission, core values, and behavioral expectations to all staff to support the implementation of business strategies, policies, and daily business processes</li> <li>Establish and sustain the organisation’s culture through effective organisational development strategies and ongoing initiatives</li> </ul>		<ul style="list-style-type: none"> <li>Promote the organisation’s vision, mission, core values (VMV) and behavioural expectations HRM106916L5</li> <li>Organise and execute ongoing programmes that demonstrate the linkage between organisational culture and core values HRM106917L4</li> </ul>
<p>Human Resource Management &amp; Development:</p> <ul style="list-style-type: none"> <li>Consider internal relativity and external market benchmark statistics comprehensively, and implement an appropriate admission and approval process</li> <li>Prepare effective work content based on the activities involved and the quality of personnel required for successful completion of the work</li> <li>Handle staff remuneration and benefits effectively in accordance with the organisation’s human resource management system and legal requirements</li> <li>Manage the organisation’s human resource information system properly and ensure that the system matches the personnel policy and management procedures of the organisation</li> <li>Use good personnel management skills to handle general labour disputes properly</li> <li>Analyse staff training needs and develop appropriate training programmes to improve the quality of staff</li> </ul>		<ul style="list-style-type: none"> <li>Implement the approval process of employment offer HRM106951L5</li> <li>Compile valid job specifications and descriptions HRM106933L4</li> <li>Handle staff remuneration and benefits 111384L4</li> <li>Manage the human resources information system 111381L4</li> <li>Handle general labour disputes 111383L4</li> <li>Analyse training needs and develop staff training and development programmes 111382L4</li> </ul>
<p>Performance Management:</p> <ul style="list-style-type: none"> <li>Transform the corporate strategy into the systematic method of corporate operation practice could improve team execution capacity and the corporate development</li> <li>Formulate encouraging and motivating sales team incentive plans to enhance sales performance</li> <li>Reach a consensus on the performance requirements at different levels, and make more objective performance appraisal and promotion decisions</li> </ul>		<ul style="list-style-type: none"> <li>Apply methods to improve team execution capacity 111387L5</li> <li>Formulate sales team incentive plans 111264L5</li> <li>Conduct calibration of the performance scores distribution, and facilitate development discussion and decision HRM107018L5</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Assess and manage key risks that impact business continuity and people risk profiles</li> <li>Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>Identify critical risks which affect business development continuity and people risk profile HRM107076L5</li> <li>Promote public relations crisis management policy 111226L4</li> </ul>

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Job 38	Human Resource Management & Development Officer	
Major Job Scope		Associated UoC Title and Code
Human Resource Management and Development (Appointment and Benefits): <ul style="list-style-type: none"> <li>• Select the right staff for different roles to support the organisation’s retail business</li> <li>• Implement the organisation’s compensation and benefits scheme, policies and guidelines</li> <li>• Implement the staff appraisal policy in accordance with the established policies and standards of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Recruit and select personnel 111374L3</li> <li>• Execute legal compliance and related tax treatment HRM106979L4</li> <li>• Implement staff appraisal policy 111379L3</li> </ul>
Human Resource Management and Development (HRM): <ul style="list-style-type: none"> <li>• Handle employee complaints appropriately to avoid negative impact on the organisation’s retail business</li> <li>• Implement human resources policies</li> <li>• Promote and enforce equality policies</li> </ul>		<ul style="list-style-type: none"> <li>• Handle staff complaints 111375L3</li> <li>• Implement human resources policies 111377L3</li> <li>• Promote equality policy 111378L3</li> </ul>
Human Resource Management & Development (Training): <ul style="list-style-type: none"> <li>• Arrange for staff in need of training to receive appropriate systematic on-the-job training / fragmented learning to continuously enhance their professional performance</li> </ul>		<ul style="list-style-type: none"> <li>• Provide in-service training 111376L3</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>• Communicate with all employees to keep the organisation’s business operations in compliance with all relevant employment regulations and regulatory requirements</li> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Examine employee understanding and obtain commitment to human resource (HR) compliance HRM107057L4</li> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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Job 39	Human Resource Management & Development Associate	
Major Job Scope		Associated UoC Title and Code
<p>Human Resource Management &amp; Development:</p> <ul style="list-style-type: none"> <li>• Record, verify and process staff attendance information accurately as required by law</li> <li>• Handle staff records properly in accordance with the established procedures and relevant legal requirements</li> <li>• Comply with the general requirements of labour laws in daily work to protect the interests of both the employer and employees</li> <li>• Comply with regulatory requirements and provide comprehensive employment security and benefits to all employees</li> <li>• Implement administrative and logistical arrangements for various staff learning and development courses</li> </ul>		<ul style="list-style-type: none"> <li>• Record and verify staff attendance information 111371L2</li> <li>• Handle staff records 111372L2</li> <li>• Apply general labour regulations 111373L2</li> <li>• Possess updated knowledge of employment related ordinances HRM107054L3</li> <li>• Make necessary arrangements for learning and development (L&amp;D) programmes HRM107012L3</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Self-quality management 111238L1</li> </ul>

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## Core Functional Area: Data Analytics

Job 40	Principal Data Scientist	
Major Job Scope	Associated UoC Title and Code	
<p>Data Science Strategies and Policies:</p> <ul style="list-style-type: none"> <li>• Lead innovation within the organisation and define how additional business value could be created through the utilisation of the organisation’s data assets and analytics</li> <li>• Develop, plan, and manage the overall policies and goals of the organisation’s data science function</li> <li>• Ensure that all key data management procedures and processes comply with relevant regulatory requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Formulate business strategies and policies 111201L6</li> <li>• Review, design and re-engineer business processes to form a new business architecture 111125L6</li> <li>• Establish a business case for an IT investment ITSWG617A</li> <li>• Identify and evaluate the data sources to fulfil the data requirements in support of business objectives 111136L6</li> <li>• Define data governance policies and architecture principles 111123L6</li> <li>• Develop application integration architecture 111124L6</li> <li>• Define data classification policy for enterprise 111133L6</li> <li>• Define and establish the data architectures 111138L6</li> <li>• Review and comply with organisational policies and procedures, relevant laws and regulatory requirements 111205L6</li> <li>• Review the ethical and social issues for IT applications 111208L6</li> <li>• Develop compliance framework for the meeting of ethical and regulatory requirements related to enterprise data 111132L6</li> </ul>	
<p>Application Development for Data Science:</p> <ul style="list-style-type: none"> <li>• Evaluate and select the appropriate tools, techniques, staffing, and methodologies to extract and manage data for application development</li> </ul>	<ul style="list-style-type: none"> <li>• Review the emerging technologies and cross-functional strategies 111207L6</li> <li>• Understand the use of data concepts and topologies 111135L6</li> <li>• Appraise and select the appropriate data management tools and services to manage the target data based on different requirements 111141L6</li> <li>• Appraise, select and integrate the appropriate data analytics and/or modelling solutions to perform the data analytics process based on different requirements 111144L6</li> <li>• Keep awareness towards autonomous decision making process on the impact of business 111153L6</li> <li>• Plan and develop the customised visualisation tools based on the business requirements 111150L6</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Develop a set of risk management strategies in accordance with the organisation’s operational goals and strategies for staff to comply with and implement to protect the interests of the organisation</li> <li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Develop risk management strategies 111366L5</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>	

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Job 41	Data Scientist	
Major Job Scope		Associated UoC Title and Code
<p>Data Collection, Analysis, and Management Tool Development:</p> <ul style="list-style-type: none"> <li>Develop and implement data analysis, data collection systems, and other strategies that optimise statistical efficiency and quality</li> </ul>	<ul style="list-style-type: none"> <li>Plan and develop the analytics and modeling tools 111147L6</li> <li>Design and develop data management tools and services to manage the target data based on different requirements 111142L6</li> <li>Perform the data management processes using the identified tools 111143L6</li> <li>Perform model training, testing and validation in evaluating and optimising the model based on various metrics 111146L6</li> </ul>	
<p>Data Acquisition &amp; Database Management:</p> <ul style="list-style-type: none"> <li>Acquire data from primary or secondary data sources and maintain databases/data systems</li> <li>Examine and identify database structural necessities by evaluating client operations, applications, and programming</li> <li>Assess database implementation procedures to ensure compliance with internal and external regulations</li> <li>Prepare accurate database design and architecture reports for management and executive teams</li> </ul>	<ul style="list-style-type: none"> <li>Manage and implement different data acquisition options for the identified internal or external sources 111137L6</li> <li>Conduct and review pre-processing and transformation of the data with data quality management 111140L6</li> <li>Check usability of a target data architecture 111139L6</li> <li>Build the analytics solutions/models to support better business decisions and improve performance 111145L6</li> <li>Perform and evaluate the autonomous decision making process 111154L6</li> <li>Understand the use of data visualisation and the factors in selecting and using various data visualisation tools 111148L6</li> <li>Enforce enterprise data standards for business needs 111134L6</li> <li>Appraise the various data visualisation tools and select the appropriate tools according to user requirements 111149L6</li> <li>Develop clear and actionable recommendations based on the analysis results to the stakeholders for decision support 111152L6</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>Promote public relations crisis management policy 111226L4</li> </ul>	

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Job 42	Junior Data Scientist	
Major Job Scope	Associated UoC Title and Code	
<p>Development and Maintenance of Database Systems:</p> <ul style="list-style-type: none"> <li>• Support the database system development with all aspects of software design and coding</li> <li>• Monitor the technical performance of database systems</li> <li>• Conduct data discovery activities, perform cause analysis, and make recommendations for remediation of data quality issues</li> </ul>	<ul style="list-style-type: none"> <li>• Understand and utilise the preset data visualisation dashboard/displays tools 111151L4</li> <li>• Perform script programming 107936L4</li> <li>• Verify and validate that the deployed / migrated software and the existing software are functioning properly 111159L4</li> <li>• Perform system testing against user, technical and hosting requirements 111160L4</li> </ul>	
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>	

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## Core Functional Area: Information Technology

Job 43	Information Technology Director / Chief Digital Transformation Officer / General Manager, Digital Transformation	
Major Job Scope		Associated UoC Title and Code
<p>Online Retail Business System Management:</p> <ul style="list-style-type: none"> <li>• Evaluate effectively the online business and profit potential based on factors (e.g. the organisation’s online sales strategy, the commercial website developed and the organisation’s own products)</li> <li>• Manage IT projects and provide planning, consultation, support, management and implementation of related IT projects to the organisation’s employees and clients to ensure that the organisation's business goals and objectives are achieved</li> <li>• Establish an online retail platform that meets the operational needs of the organisation and provides high return on investment</li> <li>• Manage organisational resources and business processes (e.g. reducing data entry and storage) to improve customer satisfaction and complete tasks better and more timely</li> </ul>		<ul style="list-style-type: none"> <li>• Evaluate online business 111420L5</li> <li>• Manage IT projects 111424L6</li> <li>• Build an online retail platform 111425L6</li> <li>• Manage an enterprise resource plan 111426L6</li> </ul>
<p>Software Architecture:</p> <ul style="list-style-type: none"> <li>• Define, review and validate architecture principles for the network resources of an organisation to meet its business application objectives based on geographic and physical constraints</li> <li>• Define data management policies, architectural principles and scope of data assets for the establishment of data architectures to support the development of information systems</li> <li>• Develop a technology architecture baseline to satisfy business requirements of particular IT solution in an organisation</li> <li>• Review, re-engineer and design business processes for optimal achievements of the agreed business goals and strategic drivers via adoption of new technologies</li> <li>• Manage technology architecture life cycle (can also be described as performing change management of the technology architecture) by analysing current and future needs of the organisation and technology trends</li> <li>• Define, manage and maintain resources to upkeep application in integration architecture in the most current status</li> <li>• Define metrics and methodologies for evaluating the business performance under the existing and new technology architectures</li> </ul>		<ul style="list-style-type: none"> <li>• Define, review and validate network architecture principles ITSWAR509A</li> <li>• Define data management policies and architecture principles ITSWAR608A</li> <li>• Define, review and document a technology architecture baseline ITSWAR614A</li> <li>• Review, design and re-engineer business processes to form a new business architecture ITSWAR607A</li> <li>• Manage technology architecture life cycle ITSWAR616A</li> <li>• Manage application integration architecture life cycle ITSWAR517A</li> <li>• Define metrics and methodologies to measure business performance of applying new technologies ITSWAR505A</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Comply with regulatory requirements in IT field, develop a set of risk management strategies in accordance with the organisation’s operational goals and strategies for staff to comply with and implement to protect the interests of the organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Develop risk management strategies 111366L5</li> <li>• Formulate crisis management policies in public relations for relevant areas of work, and monitor the progress of responding to and handling crisis 111227L5</li> </ul>

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| <ul style="list-style-type: none"><li>• Formulate public relations crisis management policies in the relevant areas of work and make appropriate adjustments as necessary</li></ul> |  |
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Job 44	Application Development Manager	
Major Job Scope		Associated UoC Title and Code
<p>Policy Management:</p> <ul style="list-style-type: none"> <li>Formulate relevant tactical plans for an organisation based on the approved IT strategies and policies and for managing their implementation</li> <li>Select appropriate information technologies for the business of an organisation and/or an external client</li> <li>Execute, monitor and review the approved IT strategies and plans of the organisation</li> <li>Evaluate the effectiveness of the execution of the approved IT strategies and plans of the organisation</li> <li>Monitor and control the project cost, and update the project cost accordingly so that a project can be completed within an approved budget</li> </ul>		<ul style="list-style-type: none"> <li>Formulate relevant tactical plan based on the approved IT strategies and policies ITSWSM604A</li> <li>Select appropriate information technologies for business purposes ITSWSM613A</li> <li>Execute, monitor and review the approved IT strategies and plans ITSWSM605A</li> <li>Evaluate the effectiveness of the execution of the approved IT plans ITSWSM606A</li> <li>Monitor and control the project cost 111417L5</li> </ul>
<p>Software Design, Development, and Maintenance:</p> <ul style="list-style-type: none"> <li>Formulate, analyse, evaluate and propose a high level design (HLD) of the software based on its software requirements specification and architecture design</li> <li>Perform risk assessment on software deployment and migration before drawing up of the deployment or migration plan and contingency plan</li> <li>Define a software deployment / migration plan taking into account the business operations (including contingency plans).</li> <li>Identify the stakeholders, limitations, constraints, risks and technical as well as business requirements for software releases and control</li> <li>Perform risk assessment on software releases and control with reference to standard methodologies and organisation's guidelines</li> <li>Define software releases and control plans (including contingency plans)</li> <li>Define software decommissioning policy and plan taking into account the impact on business operations in preparation for the decommissioning of software</li> </ul>		<ul style="list-style-type: none"> <li>Propose a high level design (HLD) of the software ITSWDM602A</li> <li>Perform risk assessment on software deployment and migration ITSWDM610A</li> <li>Define a software deployment / migration plan ITSWDM611A</li> <li>Identify the requirements for software releases and control ITSWDM606A</li> <li>Perform risk assessment on software releases and control ITSWDM607A</li> <li>Define software releases and control plan ITSWDM608A</li> <li>Define software decommissioning policy and plan ITSWDM613A</li> </ul>
<p>IT Advisory / Support &amp; Resource Management:</p> <ul style="list-style-type: none"> <li>Understand System Development Life Chain (SDLC) and software development process in order to perform IT consulting within an organisation or for an external client to meet its business goals and objectives</li> <li>Allocate and prioritize IT and related resources for optimizing the return of investments</li> </ul>		<ul style="list-style-type: none"> <li>Understand Systems Development Life Cycle (SDLC) and software development process ITSWG619A</li> <li>Allocate and prioritize IT and related resources ITSWG614A</li> </ul>
<p>Crisis Management:</p>		

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<ul style="list-style-type: none"> <li>• Develop risk mitigation strategies and plans related to information technology (IT) (e.g. software development, maintenance and service provision) to achieve business objectives and goals</li> <li>• Review risk factors related to IT (e.g. software development, maintenance, and service provision), and execute and monitor risk mitigation plans in the context of risk management within an organisation</li> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>	<ul style="list-style-type: none"> <li>• Develop risk mitigation strategies and plans related to IT ITSWG610A</li> <li>• Review risk factors related to IT, and execute and monitor risk mitigation plans ITSWG611A</li> <li>• Promote public relations crisis management policy 111226L4</li> </ul>
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Job 45	System Analyst / Analyst Programmer	
Major Job Scope		Associated UoC Title and Code
<p>Software Design, Development, and Maintenance:</p> <ul style="list-style-type: none"> <li>• Communicate (oral and written) general business and technical information related to software products and software services with team members and clients effectively</li> <li>• Perform testing activities according to the corresponding test plans which may involve the development of software simulators to facilitate different levels of testing</li> <li>• Report discrepancies between software and its related documents after conducting testing activities</li> <li>• Locate and fix defects in a programme with appropriate debugging tools</li> <li>• Verify and validate that the deployed/migrated software and the existing software are functioning properly</li> <li>• Identify components (including hardware, software, account and credential information) that need to be retained, removed or archived</li> <li>• Verify and validate that the remaining software are functioning properly to ensure that the decommissioning does not affect the existing systems</li> </ul>		<ul style="list-style-type: none"> <li>• Communicate (oral and written) information with team members and clients ITSWG402A</li> <li>• Perform testing activities to facilitate different levels of testing ITSWDM401A</li> <li>• Report discrepancies between software and its related document ITSWDM402A</li> <li>• Debug a programme ITSWDM403A</li> <li>• Verify and validate that the deployed / migrated software and the existing software are functioning properly ITSWDM405A</li> <li>• Identify components that need to be managed in software decommissioning ITSWDM406A</li> <li>• Verify and validate that the remaining software are functioning properly ITSWDM407A</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

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Job 46	Website Designer	
Major Job Scope		Associated UoC Title and Code
<p>Software Design, Development, and Maintenance:</p> <ul style="list-style-type: none"> <li>• Perform inspection, walkthrough and review for the programme code and software documents according to the Quality Assurance (QA) policies</li> <li>• Develop programme modules of the software based on its design documents using specified programming languages following the organisation’s coding standards or by adopting certain international coding standards</li> <li>• Identify extra functional requirements of the existing software to address the required changes in the context of software maintenance within an organisation or for a client</li> </ul>		<ul style="list-style-type: none"> <li>• Perform inspection for the programme code and software documents ITSWDM506A</li> <li>• Develop programme modules of the software based on its design documents ITSWDM504A</li> <li>• Identify extra functional requirements of an existing software ITSWDM508A</li> </ul>
<p>Operations &amp; Support:</p> <ul style="list-style-type: none"> <li>• Plan and develop an online business website suitable for use by the organisation to expand the organisation’s retail business</li> <li>• Apply the service functions of mobile payments in the process of website design and development</li> <li>• Schedule, organise, monitor, control and report the system operations of non-routine nature or beyond the coverage of existing procedure</li> </ul>		<ul style="list-style-type: none"> <li>• Plan and develop an online business website 111419L5</li> <li>• Master mobile payment services 111416L4</li> <li>• Monitor and control the system operation services ITSWOS304A</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Implement public relations crisis management policy 111222L3</li> </ul>

Note: The UoC codes prefixed with “HRM” indicate that they are sourced from the Specification of Competency Standards (SCS) for the Human Resource Management sector. The UoCs prefixed with “I” and associated with the three data analytics-related positions are derived from the SCS for the Information and Communications Technology (ICT) industry.

Job 47	Information Technology Manager	
Major Job Scope		Associated UoC Title and Code
<p>Online Retail Business System Management:</p> <ul style="list-style-type: none"> <li>• Identify the IT equipment required for daily operation of the retail store and seek approval from the management for purchase of additional equipment to assist in business development</li> <li>• Develop a plan for the deployment, installation, configuration and testing of IT equipment/systems at the business premises</li> <li>• Adopt mobile technology to improve sales service to help grow the organisation’s overall retail business</li> <li>• Implement the e-retail business model and ensure smooth operation to assist in the development of the organisation’s retail business</li> <li>• Detect the risks arising from e-commerce in a timely and accurate manner and take appropriate measures</li> <li>• Integrate the customer relationship management strategies of each subcontractor with the organisation to realise the collective benefits</li> <li>• Provide data operation and management services to the organisation or customers in accordance with a series of work instructions, procedures and service requirements of the organisation</li> <li>• Develop, design, establish, develop and review the services of the system support service process, and provide support resources and appropriate technology to serve the projects</li> <li>• Introduce new technologies and products for retail business</li> </ul>		<ul style="list-style-type: none"> <li>• Set up IT equipment needed for retail operations 111411L4</li> <li>• Deploy information technology equipment / systems for retail operations 111412L4</li> <li>• Use mobile technologies to improve sales service 111413L4</li> <li>• Implement e-retail business model 111414L4</li> <li>• Manage online commercial risks 111415L4</li> <li>• Incorporate and fine-tune the proposals by other organisations such as outsourcing party 111408L4</li> <li>• Deliver the database operations services 111409L4</li> <li>• Establish and maintain system support services process 111418L5</li> <li>• Use new technologies to conduct retail business 111421L5</li> </ul>
<p>Software Architecture:</p> <ul style="list-style-type: none"> <li>• Investigate, evaluate, adopt, and make improvements to the relevant architecture development initiatives, including technology architecture designs undertaken by the IT industry</li> <li>• Evaluate, perform trade-offs and recommend application software architecture models and patterns for an organisation or for solving existing problems related to software architecture in an organisation</li> <li>• Develop and recommend a network technology architecture model that is applicable to the needs of various stakeholders in an organisation</li> <li>• Define and maintain the lifecycle management policy for the adopted embedded software architecture to support the current and future needs of the organisation</li> <li>• Ensure that the network architecture is capable of meeting current and future needs of an organisation</li> </ul>		<ul style="list-style-type: none"> <li>• Review and make improvements to the relevant architecture development initiatives ITSWAR502A</li> <li>• Develop application software architecture models ITSWAR519A</li> <li>• Develop a network technology architecture model ITSWAR510A</li> <li>• Exercise lifecycle management on the adopted embedded software architecture ITSWAR623A</li> <li>• Perform lifecycle management of the network architecture ITSWAR514A</li> </ul>
<p>Crisis Management:</p> <ul style="list-style-type: none"> <li>• Promote public relations crisis management policy in the relevant areas of work and ensure that the team understands the relevant policies, principles and procedures of crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>• Promote public relations crisis management policy 111226L4</li> </ul>

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<b>Job 48</b>	Data Storage & IT Infrastructure Specialist / IT Officer	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Software Architecture: <ul style="list-style-type: none"> <li>Evaluate and define requirements for any necessary application monitoring and audit functions, and implement these functions on the adopted application integration architecture</li> <li>Demonstrate clear understanding of the key characteristics of various application software architecture models for evaluating the feasibility of adopting those models to the software designed for an organisation</li> </ul>		<ul style="list-style-type: none"> <li>Ensure operable application integration architecture is in place ITSWAR516A</li> <li>Understand the key characteristics of various application software architecture models ITSWAR518A</li> </ul>
Software Design, Development, and Maintenance: <ul style="list-style-type: none"> <li>Inspect and maintain the IT equipment/systems in the business premises regularly, and carry out immediate inspection and maintenance works in the event of an emergency to ensure the normal operation of the organisation's business</li> </ul>		<ul style="list-style-type: none"> <li>Repair IT equipment / systems 111403L3</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>Implement public relations crisis management policy in accordance with relevant policies, principles and procedures for crisis management and public relations</li> </ul>		<ul style="list-style-type: none"> <li>Implement public relations crisis management policy 111222L3</li> </ul>

<b>Job 49</b>	Information Technology Assistant / IT Support Assistant / Computer Operator	
<b>Major Job Scope</b>		<b>Associated UoC Title and Code</b>
Operations & Support: <ul style="list-style-type: none"> <li>Use information equipment/systems, data entry systems and perform basic repair work at the operating site properly in accordance with the organisation's established work procedures and equipment manufacturer's guidelines</li> <li>Perform daily server backup and maintenance work at specific intervals</li> <li>Provide users with real-time and comprehensive monitoring of web servers and provide users with solutions to deal with problems (e.g. server downtime and excessive memory usage, resulting in long response time or even access interruption)</li> </ul>		<ul style="list-style-type: none"> <li>Operate IT equipment / systems for retail business 111398L2</li> <li>Handle daily backup and maintenance of server 111401L2</li> <li>Manage and monitor the webpage server 111407L3</li> </ul>
Crisis Management: <ul style="list-style-type: none"> <li>Manage self-quality properly in order to build a good image of retail practitioner in daily work and reduce the risk of public relations crisis for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>Self-quality management 111238L1</li> </ul>

End

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