

## Specification of Competency Standards for the Retail Banking

### Unit of Competency

#### **Strategic Business Development and General Management > 9.2 Human Resources Management**

Title	Establish strategic human resources management policies
Code	107555L6
Range	Establish policies to govern human resources management in the bank. This covers different areas of human resources management such as recruitment, training, compensation and benefits, employment ordinances etc.
Level	6
Credit	4
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> <li>1. Conduct research on human resources management           <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Review and consolidate best practices in different areas of human resources management in order to design a suitable approach for the bank</li> <li>• Evaluate critically the culture, structure and needs of the bank when designing human resources policy in the absence of complete information</li> <li>• Acquire and develop knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfil compliance requirements</li> </ul> </li> <li>2. Develop human resources management policies in different areas           <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems</li> <li>• Involve business and operations units to develop strategic human resources management plans that provide a clear direction in human resources planning, recruitment , corporate performance management systems, organization development, corporate culture development, compensation strategy and training and development etc., for supporting the achievement of strategic business goals</li> <li>• Participate as a business partner in formulating strategic business goals and plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank</li> </ul> </li> <li>3. Develop reviewing mechanism to keep the policies updated           <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements</li> <li>• Review operation, structure, manpower allocation and other human resources issues with business and operations units on a regular basis to update the policies when necessary</li> </ul> </li> <li>4. Develop strategies to communicate human resources policies throughout the bank           <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank's human resources policies, guidelines and procedures</li> </ul> </li> </ol>

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none"><li>• Establishment of overall strategies in human resources management of the bank. The strategies should cover different aspects in human resources management which is based on analysis on different relevant factors and comparison of different practices in the absence of complete information</li></ul>
Remark	