Specification of Competency Standards for the Retail Banking

Unit of Competency

Strategic Business Development and General Management > 9.2 Human Resources Management

Title	Design organisational structure
Code	107556L5
Range	Design organisational structure for the whole bank by specifying the departments / functional units and the reporting lines. The structure should cover the whole bank with operations in different geographical locations
Level	5
Credit	4

Competency	Performance Requirements
	1. Have specialized knowledge in organisational design
	      Be able to:
	• Identify factors affecting design of organisational structure and evaluate each factor against the bank's situations
	• Evaluate the business of the banks to identify the most suitable organisational design
	2. Identify job families required by the bank based on analyses of its corporate strategies
	      Be able to:
	• Consult different (e.g. through interview with managers and employees) business and operations units to outline job families required by the bank and specify the structure and hierarchy among different job families
	• Compare different alternatives and determine a design of organisational structure which is the best fit with the business environment by endowing the bank with the required flexibility and nimbleness in making response
	3. Fit suitable job / position into the organisational structure
	      Be able to:
	• Determine the number of levels for job families, appropriate job grades for each level and primary functions of each job position
	• Develop matrix of jobs across functions, units and accountabilities in accordance with the required tasks and forecasted business plans
	• Compare the matrix with information from both the bank's structure and the industry-wide market
	• Develop career ladder for all ranks of jobs for each business or operations units

Assessment Criteria	The integral outcome requirements of this UoC are: • An organisational structure which specifies the hierarchy among different units in the bank. The design should be able to cover different functions and business of the bank. Moreover, it should be based on analysis of related design parameters and comparison of different alternatives
Remark	