

Specification of Competency Standards for the Retail Banking

Unit of Competency

Other Core Generic Competences > 10.2 People Management and Talent Development

Title	Manage work performance of subordinates and take disciplinary actions on sub-standard performance
Code	107601L5
Range	Manage the performance of individual or team to ensure achievement of planned objectives. Take appropriate actions on substandard performance of subordinates. This applies to performance management of employees of different ranks and job functions
Level	5
Credit	4
Competency	<p>Performance Requirements</p> <ol style="list-style-type: none"> Set clear objectives and plans in performance Be able to: <ul style="list-style-type: none"> Establish clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit Guide employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies, etc. Provide guidance to others in work performance and manage sub-standard performance Be able to: <ul style="list-style-type: none"> Analyse the strengths and weaknesses of subordinates and guide them to achieve key operational metrics and business goals consistently Guide new co-workers to reconcile their job expectations and required work performance Coach and motivate others to achieve their performance goals Analyse the performance problems of those who do not meet pre-set standards , identify the root causes and formulate solutions Provide coaching / counseling to subordinates who cannot meet the basic requirements as stated by the bank or fail to observe the regulatory Review and monitor the performance achievement of others , take disciplinary actions if necessary Be able to: <ul style="list-style-type: none"> Evaluate others' work performance regularly and provide constructive feedback for improvement Motivate others to correct deficiencies and follow up improvement progress on a mutually agreed time frame Discuss with the sub-standard subordinates about the follow-up actions according to the cause and solutions identified Formulate plans on disciplinary actions with the help of Human Resources Department if or insufficient improvement of subordinate is observed
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> Setting of performance plan with each individual subordinate. The performance plan should specify the goals as well as expected standards to be achieved. Moreover, the goals should be set according to the targets of the department / unit and the competences and aspirations of the employee Monitoring of subordinate's performance by providing suitable guidance and motivation according to their abilities and job performance
Remark	