Specification of Competency Standards for the Retail Banking
Unit of Competency

Other Core Generic Competences > 10.4 Change Management

Title	Manage changes in operations / systems that affect customers
Code	107612L5
Range	Manage aspects of changes which affect bank's customers. This applies to every customer who is affected by the changes regardless of the customer segments
Level	5
Credit	4

Competency	Performance Requirements
	1. Assess impacts on customers
	    Be able to:
	• Research and estimate perceptions of different customers; identify reasons for resistance by analyzing the customer profiles
	• Analyse the changes to ensure that minimum disturbance is exerted on customers and least disruption of related internal work processes occurred when implementing operation / system changes
	2. Manage the change process to minimize customer dissatisfaction
	    Be able to:
	• Monitor the implementation; identify the reactions and feedback of customers and carry out fine-tuning on execution when necessary
	• Provide recommendations to business units concerned and other relevant functions to ensure a smooth transition from the old system to new system in a timely, professional and cost effective manner
	3. Communicate the changes to customers and gain their acceptance
	    Be able to:
	• Design communication packages together with relevant departments such as Corporate Communication, Marketing, etc.
	• Facilitate the rollout of change projects by notifying customers of the operational processes that will be used after implementation
	• Encourage customer acceptance of the change by explaining and demonstrating the benefits and advantages of the new system and process redesign

Assessment Criteria	The integral outcome requirements of this UoC are: • Management of the change process to minimize customer dissatisfaction by analyzing the characteristics and perceptions of customers • Design of different communication measures to gain customer's support to the new system and maintain customer satisfaction. The measures should be designed according to the nature and degree of changes, reasons underlying customer's resistance and customer's profiles
Remark	