

**Specification of Competency Standards**  
**for the Banking Industry**  
**Unit of Competency**

Functional Area - 5. Internal Control and Compliance  
(Key Function – 5.1 Compliance Management)

Title	Formulate overall compliance strategies, procedures and ethical standards for the bank
Code	109318L6
Range	Developing bank-wide compliance strategies, procedures and ethical standards. This applies to compliance with all regulations related to the banking industry and activities conducted in different areas of the bank.
Level	6
Credit	4 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate professional knowledge across different areas in law and is highly specialized in ordinances, regulations, guidelines and codes of conduct related to banking in order to interpret the regulations;</li> <li>• Understand the rules and regulations related to banking operations (e.g. framework issued by Basel Committee on Banking Supervision and the Financial stability Board, provisions of the Banking Ordinance on capital and liquidity requirements, HKMA Supervisory Policy Manual on the competence and ethical behaviour, etc.), and apply the knowledge to conduct analysis and formulate compliance strategies, procedures and ethical standards for the bank as appropriate.</li> </ul> <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Project the future compliance development hence to determine the scope of the compliance framework with a forward-looking perspective;</li> <li>• Formulate policies to specify the bank’s overall orientation (including vision, values, objectives, etc.) in addressing the regulatory requirements;</li> <li>• Design compliance policies which are in alignment with the business strategies and resources of the bank and specify details of critical components in compliance, such as monitoring mechanism, investigation procedures, and disciplinary actions etc.;</li> <li>• Define responsibilities and accountabilities of different departments / teams / individual for fulfilling the regulatory requirements after evaluating the business strategy, operations process and organization structure, etc. of the bank.</li> </ul> <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Develop necessary infrastructures to accommodate regulatory requirements to ensure the bank can meet the compliance standards;</li> <li>• Develop appropriate communication channels to encourage staff to report suspicious or non-compliance incidents;</li> <li>• Establish a culture of compliance in the bank and develop measures to enhance staff’s awareness on the importance of compliance.</li> </ul>
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> <li>• Development of compliance strategy for the whole bank to provide policy in fulfilling the regulatory requirement. This should be based on consolidated findings from different</li> </ul>

**Specification of Competency Standards**  
**for the Banking Industry**  
**Unit of Competency**

Functional Area - 5. Internal Control and Compliance  
(Key Function – 5.1 Compliance Management)

	research on regulatory development, regulator's requirements and business / operation of the bank.
Remark	