

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 8. Quality Management
(Key Function – 8.1 Quality Management System Development and Implementation)

Title	Formulate enterprise banking quality management strategies and policies
Code	109455L6
Range	Formulation of bank wide policies on quality management. This applies to quality management which covers the entire operations 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"> • Possess the knowledge in research methodologies and apply it to conduct studies on competitors (both local and global) hence to identify the best practices and latest trends in the market; • Understand the business models of the bank and conduct critical evaluation on the business and operations in order to ensure existing quality standards are developed in accordance with the nature, scale and complexity level of the bank's activities. • Have an in depth understanding of global and international banking rules and regulations and take them as key reference on quality management strategies and policies development where appropriate (e.g. framework issued by Basel Committee on Banking Supervision, provision of the Banking Ordinance, HKMA Supervisory Policy Manual on Competence and Ethical Behaviour, etc.). <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the scope of quality management policies by evaluating the existing operations of the bank and identifying areas which require improvement; • Analyse internal and external regulatory requirements on relevant processes in order to formulate appropriate quality management policies; • Analyse different models and tools in quality management in order to design a suitable policy for the bank; • Develop policies in quality management to determine the bank's approaches in providing products and services that can satisfy the expectations of customers; • Design quality management framework to specify responsibilities in managing the quality of different processes, standards to be adhered to. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research on different regulations and international / industry standards and identify how they can affect the bank's quality management system in the long run; • Develop measures to promote a strong quality culture among different business and functional areas of the bank; • Evaluate the quality systems of the bank against customers' requirements to ensure customer satisfaction; • Design performance metric for measuring changes in customer satisfaction and business performance after introducing different policies on quality management.

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">• Formulation of quality management polices to specify the expectations and standards on different operations of the bank. This should be based on consolidation and evaluation of research findings from different areas such as market practices, customers' requirements and existing operation of the bank.
Remark	