

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 10. General Management
(Key Function – 10.2 Human Resources Management)

Title	Establish strategic human resources management policies
Code	109538L6
Range	Establishing policies to govern human resources management in the bank. This covers different areas of human resources management such as recruitment, training and development, compensation and benefits, employee relationship, employment ordinances etc.
Level	6
Credit	4 (For Reference Only)
Competency	<p>Performance Requirements</p> <p>1. Knowledge in the Subject Area</p> <p>Conduct research on human resources managementBe able to:</p> <ul style="list-style-type: none"> • Demonstrate proficiency in human resources management by applying the knowledge in reviewing and consolidating best practices in different areas of human resources management in order to design a suitable approach for the bank; • Understand the culture of the bank and evaluate critically the employee sentiment, organization structure and needs of the bank when designing human resources policy in the absence of complete information; • Possess the knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfil compliance requirements. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems; • Engage business and operation units to develop strategic human resources management plans and policies that provide a clear direction in human resources planning, recruitment, corporate performance management systems, organization development, corporate culture development, compensation strategy, training and development, talent management and retention etc., for supporting the achievement of strategic business goals; • Participate as a business partner in formulating strategic business plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements; • Review operation, structure, manpower allocation and other human resources issues with business and operation units on a regular basis to update the policies when necessary.

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Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">• Establishment of overall strategies in human resources management of the bank. The strategies should cover different aspects in human resources management which is based on analysis on different relevant factors and comparison of different practices in the absence of complete information.
Remark	