

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Formulate human capital development strategies to cope with market trends and organizational development
Code	109539L6
Range	Establishing human capital development policies to govern human capital development in the bank and formulation of implementation strategies to cope with market trends and organizational development.
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"> • Understand the market trend and based on this information to review and consolidate best practices in different areas of human capital development in order to design a suitable approach for the bank; • Possess the knowledge on the updated competency model of banking industry and specific skill set requirements to cope with the environmental changes. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Engage business and operations units to create human capital development policies; corporate culture development, and training and development strategies, etc., to support the achievement of strategic business goals; • Evaluate policies on training and development to design training activities that match with human capital development strategies and support the growth of the bank in association with competence requirements and talent development needs; • Develop programmes on job enrichment or rotations for career development in order to develop and/or retain competent employees; • Grasp the pulse of employee sentiment and evaluate critically the culture, structure, market trends and organizational development needs of the bank when designing human capital development policies and strategies; • Develop strategies which evaluate potential and support emerging talent. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank's human capital development policies and strategies, guidelines and procedures; • Promote a continuous learning culture by providing monetary and / or non-monetary (e.g. e-learning and learning centers) resources for employees to help obtain higher academic / professional / technical qualifications.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment of overall strategies in human capital development of the bank. The strategies are written based on an analysis on different relevant factors and comparison of different practices.

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Remark	
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