

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Design organizational structure
Code	109540L5
Range	Designing organizational structure for the whole bank by specifying the departments / functional units and the reporting lines. The structure should cover the whole bank with operations in different geographical locations.
Level	5
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 specialized knowledge in organizational design; use it to identify factors affecting design of organizational structure and evaluate each factor against the bank's situations; • Understand the operational strengths of the bank and evaluate the business of the bank to identify the most suitable organizational design. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consult different (e.g. through interview with managers and employees) businesses and operations units to outline job families required by the bank and specify the structure and hierarchy among different job families; • Compare different alternatives and determine a design of organizational structure which is the best fit with the business environment by endowing the bank with the required flexibility and nimbleness in making response; • Determine the number of levels for different job families, appropriate job grades for each level and primary functions of each job position. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop matrix of jobs across functions, units and accountabilities in accordance with the required tasks and forecasted business units of the bank's strategies; • Compare the matrix with information from both the bank's structure, the industry-wide market environment and the employees' development needs; • Develop career ladders for all ranks of jobs for each business or operations units.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing an organizational structure which specifies the hierarchy among different units in the bank; • Designing organizational structure which covers different functions and business of the bank based on a thorough analysis of related design parameters and comparison of different alternatives.
Remark	