

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Evaluate and implement learning and development policies and strategies
Code	109543L5
Range	Planning, implementing and assessment of the effectiveness of strategies and policies of training and development. This entails the strategies and policies on all training and development activities applying to employees of different ranks, job families and positions.
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"> • Demonstrate thorough understanding of learning and development implementation mechanism by applying the knowledge to evaluate policies on learning and development in order to identify un-filled knowledge and skills gaps; • Understand the methodologies on learning and development strategies evaluation and based on the evaluation result to design training activities which can match with the human resources development strategies of the bank. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct pre and post training analysis on employees' performance in different units to assess the gap between training goals and actual achievement; • Collaborate with different units to evaluate if skills and knowledge gaps of employees can be filled by the training and development strategies implemented; • Formulate strategies and policies on job rotations for career development in order to retain competent employees; • Develop policies and procedures to track the result of training provided in coaching / counselling, performance review, safety, and other areas of strategic competency enhancement on regular basis; • Consolidate and analyse both quantitative and qualitative feedback related to the effectiveness of individual training programme and overall training and development strategies. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate or revise the learning and development policies of the bank to ensure that talented employees could be nurtured through providing consistent training support and work exposures, together with well-defined career path within the bank; • Evaluate and revise the learning and development strategies and policies of the bank to promote a continuous learning culture by providing sufficient resources to employees in attaining higher academic / professional / technical qualifications; • Promote knowledge management sharing to build learning culture.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting different kinds of learning and development strategies and policies evaluation to measure their effectiveness and identify un-filled competency gaps of the employees;

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	<ul style="list-style-type: none">• Revision of learning and development strategies and policies to promote continuous learning culture.
Remark	