

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Implement and monitor performance management system
Code	109548L5
Range	Implementation and monitoring of performance management system throughout the whole business area. This applies to the preparation, processing, monitoring and evaluating effort paid on the execution of the performance management system.
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 the performance management system of the bank by explaining to other employees the design of the performance management system of the bank which includes the philosophy, measurement metric, assessment mechanism, process etc. in order to implement the system clearly; • Understand the bank's performance management system apply the knowledge to review the execution procedures of the execution mechanism in order to ensure employees' work performance is equitably assessed. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Provide administration of performance management system and necessary support at each stage of the performance appraisal cycle to ensure effectiveness, compliance, and equity within the bank; • Coordinate the process in performance management such as distributing assessment forms and guidelines, collecting assessment report and handling enquiries and complaints, etc. to ensure it is smoothly conducted; • Collect and maintain complete record on performance assessment of all units; • Introduce and explain the rationale of the performance management system to the bank staff to ensure all of them can understand its philosophy and mechanism; • Assist line management to understand the philosophy of the bank's performance management system and provide assistance in enhancing their skills in conducting performance review (e.g. benchmarking of results across all levels and functions within the bank). <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Extend or terminate probationary period of the new recruits appropriately and fairly based on their performance and the bank's business requirements; • Assist line managers to provide counselling / coaching to the under-performing staff to help improving their performance; • Review assessment results and assist in aligning results with compensation.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of administrative and advisory support in performance management. The execution of administrative work should be in accordance with the bank's procedures

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	and time schedule to ensure a smooth completion of the performance management cycle; <ul style="list-style-type: none">• Provision of educational activities to both appraisers and appraises to ensure their understanding on the systems;• Execution of appropriate follow-up actions according to the results of performance assessment.
Remark	