

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 10. General Management
(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

Title	Establish impact assessment mechanism on Corporate Social Responsibility (CSR) programmes
Code	109573L5
Range	Designing an evaluation mechanism to measure the impact of the bank's corporate social responsibility (CSR) programmes. The mechanism is established to assess if key reputational, strategic, disengagement and other unforeseen risks can be mitigated by the CSR programmes.
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 an in-depth knowledge in CSR implementation and evaluation and determine if the relevant stakeholders are protective of the bank's reputation because they view the implemented CSR programmes as being meaningful, caring and delivering expected outcomes; • Demonstrate expertise in CSR programme implementation by assessing if the CSR programmes have been structured to be responsive to feedback and capable of minimizing unintended consequences; • Understand the public expectations on the bank and the importance of conducting evaluation on CSR implementation which can determine if the CSR programmes are achieving the desired environmental, social and reputational impacts while being aligned with the bank's business strategy. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine if the CSR programmes have enhanced employee satisfaction, engagement, retention and loyalty; • Measure organizational performance with respect to laws, norms, standards and voluntary initiatives against general sustainability performance indicators; • Form evaluation steering groups to agree on evaluation strategy and set review milestones; • Employ internationally recognized evaluation methodology or guidelines to assess CSR programmes' effectiveness; • Review relevant documentation regarding existing and historical CSR programme strategy, operational guidelines, public communications and relevant press coverage to assess the shared clarity of CSR intent and the ways in which this intent has been communicated and perceived. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate the feedback of executive and operational staff, suppliers, clients, community members and regulators thoroughly to determine the issues and indicators that would substantively influence their decisions and assessments regarding CSR programme performance;

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	<ul style="list-style-type: none">Analyse findings comprehensively and compile an evaluation report that includes practical risk mitigating recommendations to strive for continuous improvement on CSR development.
Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">Collecting views of key stakeholders and evaluate effectiveness of CSR programmes launched; compiling an evaluation report with improvement recommendations.
Remark	