

**Specification of Competency Standards**  
**for the Banking Industry**  
**Unit of Competency**

Functional Area - 11. Other Generic Competencies  
(Key Function – 11.2 People Management and Talent Development)

Title	Manage work performance of subordinates and take relevant actions on sub-standard performance
Code	109590L5
Range	Managing the performance of individual or team to ensure achievement of planned objectives. This applies to performance management of employees of different ranks and job functions.
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"> <li>• Understand the concepts of performance management by establishing clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit;</li> <li>• Comprehend the knowledge of people management skills by guiding employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies.</li> </ul> <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Analyse the strengths and weaknesses of subordinates and guide them to achieve key operational metrics and business goals consistently;</li> <li>• Guide new co-workers to reconcile their job expectations and required work performance;</li> <li>• Coach and make others feel motivated to achieve their agreed performance goals;</li> <li>• Define and take the relevant actions when sub-standard performance of subordinate is assessed and confirmed.</li> </ul> <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>• Evaluate others' work performance regularly and provide timely constructive feedback for improvement;</li> <li>• Review and monitor the performance achievement of others and motivate them to correct deficiencies and follow up improvement progress on a mutually agreed timeframe.</li> </ul>
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> <li>• Setting of performance plan with each individual subordinate. The performance plan should specify the goals as well as expected standards to be achieved. Moreover, the goals should be set according to the targets of the department / unit and the competences and aspirations of the employee;</li> <li>• Monitoring of subordinate's performance by providing suitable guidance and motivation according to their abilities and job performance.</li> </ul>
Remark	