

Specification of Competency Standards
for the Banking Industry
Unit of Competency

Functional Area - 11. Other Generic Competencies
(Key Function – 11.4 Change Management)

Title	Implement change management plan and provide support for staff adaption
Code	109599L5
Range	Assisting employees to adapt to the changes by instilling attitudinal, cognitive and behavioural change. This applies to every employee whose work is affected by the change.
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"> • Understand the emotions of parties concerned and estimate the potential impact of the change to employees' work behaviours, work processes and technological requirement so as to provide related support or design relevant programs and / or training to them; • Understand the concepts and theories of change management and apply the skills in building change implementation plans. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Maintain and strengthen morale by communicating the rationale and benefits of changes clearly with staff members during the process of change; • Assist employees to understand the needs of specific changes, such as new business process or new technology and corporate support towards the change through various communication channels; • Provide training, guidance and / or other means of assistance to help employees to attain the goals in change effectively; • Assist employees to acquire and apply new skills at work through systematic and well-structured training and / or guidance. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Provide guidelines or operation manual to employees to deal with the changes that require new work behaviours; • Coach employees who have difficulties or refuse to realign with the change goals; • Anticipate consequences of activities, plan and implement preventive measures to overcome the negative responses.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing transition by providing different measures to gain employee's support and lead to changes in behaviours. The measures are designed according to the nature and degree of changes, reasons underlying employee's resistance and other related factors.
Remark	