

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Redesign work process in response to the changing environment
Code	109600L5
Range	Updating workflows of different functions to align with the change strategies. This applies to every work process which is affected by the change initiatives.
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 concepts and theories of process enhancement and apply the skills by evaluating the forces and scopes of change which affect individuals, groups, work unit(s), bank's business, operational functions and the bank as a whole; • Demonstrate the knowledge in change management by assessing impacts on the proposed changes on workflows; • Demonstrate understanding of market trend by anticipating the impacts to the work processes. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify and analyse work processes that must be changed in order to support the change initiative; • Identify and analyse work processes that can be streamlined due to the introduction of changes and assess the impacts on employees and improvement on operational efficiency; • Redesign work processes based on the needs analysis and impacts anticipated; • Communicate effectively with related parties and help the affected parties to adapt to new work systems through standardization of work processes. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consult relevant stakeholders in the bank to redesign the workflow, operating procedures and roles of different employees in order to support the implementation of changes; • Ensure that information about the change, its goal, benefits and consequences are clearly presented to different levels of employees; • Develop relevant training materials and organize training programs according to the needs and knowledge level of affected parties to ensure their understanding.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Restructuring of work processes. The new design should be supported by analysis on how to support the change, how to maintain the efficiency and how to minimize effects on related parties; • Provision of activities to communicate and educate the change to affected parties. The activities should be based on the characteristics of different parties to ensure every party can understand the goals, changes and benefits clearly.

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Remark	
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