

Specification of Competency Standards
for the Banking Industry
Unit of Competency

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

Title	Manage changes in operations / systems that affect customers
Code	109601L5
Range	Managing aspects of changes which affect bank's customers. This applies to every customer who is affected by the changes regardless of the customer segments.
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 sentiment of different segments of customers by applying appropriate techniques to handle their needs and emotions during the change process; • Comprehend the knowledge of current operations/ systems by identifying the key changes which may impact the customers; • Possess knowledge in change management and customer experience management by analysing the customer profiles to identify their reasons of resistance. <p>2. Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse the changes to ensure that services level is not compromised on customers and least disruption of related internal work processes occurred when implementing operation / system changes; • Identify the reactions and feedback of customers and carry out fine tuning on execution when necessary; • Provide recommendations to business units concerned and other relevant functions to ensure a smooth transition from the old system to new system in a timely, professional and cost- effective manner; • Implement and monitor the changes to ensure the changes are executed and adjusted when needed; • Communicate effectively to the affected customers about the changes and possible impacts to them in order to get their buy in or support. <p>3. Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design communication packages together with relevant work units such as Corporate Communication, Marketing, etc. to communicate the changes to customers and gain their acceptance; • Encourage customer acceptance of the change by explaining and addressing the benefits and advantages of the new system and process redesign; • Monitor the change regularly and be flexibly able to fine-tune the revised processes or workflow timely when necessary.
Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Management of the change process to minimize customer dissatisfaction by analysing the characteristics and perceptions of customers; • Design of different communication measures to gain customer's support to the new system and maintain customer satisfaction. The measures should be designed

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	according to the nature and degree of changes, reasons underlying customer's resistance and customer's profiles.
Remark	