

Summary of Changes to Retail Banking SCS (Version 2)

New UoCs

<i>Functional Area 1 - Retail Banking Service Delivery</i>
<ol style="list-style-type: none">1. Oversee the loan application processes (L4)2. Handle applications of investment and investment linked insurance products (L4)3. Maintain and terminate bank accounts for customers (L3)4. Develop strategies, policies and processes for digital banking service delivery (L6)
<i>Functional Area 2 - Retail Banking Operations and Support</i>
<ol style="list-style-type: none">5. Oversee operations support on secured and unsecured loan processing (L5)6. Conduct valuation or monitor external vendors to process the valuation on the collateral of customers (L4)7. Oversee operation support on wealth management services (L5)8. Oversee credit card account and transactions processing (L5)
<i>Functional Area 3 - Credit Management</i>
<ol style="list-style-type: none">9. Evaluate and update automated credit scoring systems regularly (L5)
<i>Functional Area 4 - Compliance and Risk Management</i>
<ol style="list-style-type: none">10. Conduct regular drill and stress tests on the business continuity plan (L5)
<i>Functional Area 5 – Technology Management</i>
<ol style="list-style-type: none">11. Assess and manage security risks and trends in digital and mobile environment (L5)12. Design and implement cyber security awareness education and employee training (L5)13. Conduct audits to assess effectiveness on cyber security risk protection and carry out incident monitoring and reporting (L4)14. Construct and implement Big Data analytics and Information Management system ((L5)15. Execute Big Data analytics administration (L4)
<i>Functional Area 6 - Product Development and Brand Marketing</i>
<ol style="list-style-type: none">16. Develop and manage digital products and services (L6)17. Develop and monitor user acceptance test planning for products and services (L6)18. Identify business requirements to develop functional and process design by employing innovative technology (L6)19. Evaluate existing digital banking functions, report and propose improvement measures (L5)20. Evaluate existing products and services performance and propose improvement measures (L5)21. Lead product and operations data analysis (L5)22. Formulate online marketing strategy to build corporate image ((L6)

Functional Area 7 - Quality Management
<ul style="list-style-type: none"> 23. Conduct research on digital and non-digital customer experience (L5) 24. Execute customer experience process improvement measures and controls (L5)
Functional Area 8 - Sales and Relationship Management
<ul style="list-style-type: none"> 25. Develop guidelines in supporting online sales distribution and advisory platforms (L5) 26. Execute regular sales planning activities (L4) 27. Develop cross-border customer relationship through provision of market update information (L5)
Functional Area 9 - Strategic Business Development and General Management
<ul style="list-style-type: none"> 28. Manage financial database and accounting book (L4) 29. Develop value enhancing digital banking strategies (L7) 30. Lead business related operational analysis for digital banking initiatives (L6) 31. Develop breakthrough solutions by leveraging advanced technology to enhance products and business models of the bank (L6) 32. Develop customer and digital transformation road mapping (L6) 33. Perform process reengineering and financial technology development (L6) 34. Execute digital platform evaluation and selection (L5) 35. Identify and prioritize new digital product features and alternative solutions for digital products (L5) 36. Execute digital usage reporting and optimization strategy (L5) 37. Promulgate financial technology mission and develop talents in digital banking (L5)
Functional Area 10 – Other Core Generic Competencies
<ul style="list-style-type: none"> 38. Manage self to adapt to an ever changing working environment (L4) 39. Take personal commitment to strive for continuous learning and improvement (L4) 40. Demonstrate customer oriented behaviour to meet the bank's customer-centric value (L4) 41. Contribute innovative ideas for improving work performance and quality (L4) 42. Keep in pace with the development of financial technology to ensure one's technology proficiency (L4)

Deleted UoCs

<p><i>Functional Area 1 - Retail Banking Service Delivery</i></p> <ol style="list-style-type: none"> 1. Carry out regular review on the performance of investment, insurance and saving plans for customers (L4) 2. Monitor counter services in bank branches (L4) 3. Monitor performance of staff in phone banking (L4) 4. Handle customer phone calls at call centers (L3)
<p><i>Functional Area 2 - Retail Banking Operations and Support</i></p> <ol style="list-style-type: none"> 5. Conduct verification and checking in transaction processing of banking accounts (L3) 6. Conduct account transactions (L3) 7. Maintain transaction records of bank accounts (L3) 8. Conduct property valuation for mortgage (L4) 9. Process applications of investment, insurance and saving services (L4) 10. Provide comprehensive account services to credit card customers (L4)
<p><i>Functional Area 3 - Credit Management</i></p> <ol style="list-style-type: none"> 11. Provide consultancy service to customers on credit risks (L5) 12. Authorize credit applications (L5)
<p><i>Functional Area 4 - Compliance and Risk Management</i></p> <ol style="list-style-type: none"> 13. Develop complementary system to support enforcement of compliance policies (L6) 14. Investigate suspicious and illegal activities (L5) 15. Develop policies for audit reporting (L6)
<p><i>Functional Area 8 - Sales and Relationship Management</i></p> <ol style="list-style-type: none"> 16. Develop measures to ensure the provision of quality customer services ((L5) 17. Design services for different customer accounts ((L5) 18. Generate data or report by using Customer Relationship Management (CRM) systems (L3) 19. Execute accounts services (L3) 20. Build and maintain relationship with customers (L3)
<p><i>Functional Area 9 - Strategic Business Development and General Management</i></p> <ol style="list-style-type: none"> 21. Assist in the delivery of fringe benefit scheme and other related services (L3)
<p><i>Functional Area 10 – Other Core Generic Competencies</i></p> <ol style="list-style-type: none"> 22. Manage substandard performance of subordinates (L5)

Title Changes Only

Existing UoC Titles	New UoC Titles
Functional Area 1 - Retail Banking Service Delivery	
1. Manage credit card merchant members	Manage credit card merchants
2. Perform call centre management functions	Oversee call center service delivery
Functional Area 2 - Retail Banking Operations and Support	
3. Develop and monitor property valuation process	Develop and monitor property and other collaterals' valuation process
4. Maintain loan account transaction records	Maintain secured and unsecured loan account transaction records
5. Handle administrative work of loan application	Handle loans operation
6. Formulate terms and agreements for investment, insurance and saving services	Formulate terms and conditions for wealth management services
7. Develop service protocol together with product vendors for investment, insurance and saving services	Develop service protocol together with product vendors for wealth management services
Functional Area 3 - Credit Management	
8. Manage the quality of the bank's credit assets	Manage the quality of the bank's credit assets, conduct regular analysis on credit assets portfolio and identify risk, if any area
Functional Area 6 - Product Development and Brand Marketing	
9. Develop promotional activities for new products to increase market awareness	Develop promotional activities for new products and services to increase market awareness
Functional Area 7 - Quality Management	
10. Manage feedback from different parties in order to protect bank's image	Develop procedures and guidelines for feedback management
Functional Area 8 - Sales and Relationship Management	
11. Perform sales forecasting	Perform retail banking sales forecasting
12. Evaluate sales performance	Manage and evaluate sales performance
13. Develop selling skills of sales force	Develop sales related competences of sales force
14. Update product knowledge of team members	Employ different approaches to disseminate latest product knowledge and market information
15. Develop Customer Relationship Management (CRM) systems	Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems
16. Manage customer profile and sales record	Design and implement customer profile and sales record analytics
Functional Area 9 - Strategic Business Development and General Management	
17. Develop employees with a foresight by providing	Evaluate and implement learning and development

Existing UoC Titles	New UoC Titles
appropriate training to meet strategic business requirements	policies and strategies
18. Establish and maintain effective human resources information systems and polices	Establish and maintain effective human resources information systems and guidelines
19. Implement performance management system to help deliver strategic results	Implement performance management system
20. Handle administrative activities in compensation and benefits	Provide HR operation support on compensation and benefits
21. Provide learning activities to support the development of the bank	Provide learning solutions for people development
22. Improve employee engagement	Execute employee engagement plan and activities
23. Establish a healthy framework of financial management	Design financial management framework
24. Analyze financial status of the bank	Analyze financial status of retailing bank
25. Manage financial information	Develop mechanism and systems to manage financial information and database
26. Arrange repair and replacement of equipment, furniture and fixtures for their maintenance	Manage the maintenance of office equipment
27. Develop CR strategies/ planning	Develop Corporate Responsibility strategies and plan
28. Educate internal and external stakeholders on CR	Promote Corporate Responsibility to engage internal and external stakeholders
Functional Area 10 – Other Core Generic Competencies	
29. Determine the strategies in change management	Develop change management strategies
30. Direct employees to transit from the current state to a desired future state strategically	Implement change management plan and provide support for staff adaptation
31. Assist subordinates in achieving their career aspiration	Support subordinates in achieving their career aspiration
32. Report the results of project/ program	Assess and report the results of project/ program

UoCs with Content Changes

Existing UoC Titles	New UoC Titles
<i>Functional Area 1 - Retail Banking Service Delivery</i>	
1. Handle requests of customers in relation to account services	Handle customer's enquiries in relation to account services and services offered via digital banking platforms
2. Open, maintain and terminate bank accounts for customers	Open bank accounts for customers
3. Process accounts transactions for customers to manage fund flow	Process accounts transactions for customers
4. Process transaction related to interbank account services of customers or transactions of foreign exchange services	Process interbank and foreign exchange transactions for customers
5. Handle remittance transactions	n/a
6. Design service delivery activities for branch	n/a
7. Establish service standards of bank branch counter services	n/a
8. Oversee branch operations on service delivery	Oversee frontline branch service delivery
9. Handle problems in daily operations in branches	Handle issues of frontline branch services
10. Provide counter services in bank branches	Provide counter services in bank branches
11. Perform cross-selling to help promote bank products and services in branches	Perform cross-selling over counter to help promote bank products and services in branches
12. Provide consultative advice to customers on loan product alternatives	Provide consultative advice to customers on loans product alternatives and related credit risk
13. Conduct assessment on personal loan and proceed with approval	Conduct assessment on loans application
14. Negotiate terms of agreement with loan applicants	Gain customer's commitment on terms of loan agreement
15. Recommend investment, insurance or saving options to customers	Provide investment, insurance or saving options to customers
16. Conduct financial planning assessment for customers	n/a
17. Conduct review on financial needs of customers	Conduct regular review on customer's financial portfolio
18. Handle applications of investment, insurance and saving products	Handle applications of general insurance and saving products
19. Promote card products to customers	Promote card products and/or special features of credit cards to customers
20. Develop strategies, policies and processes for call center services	Design services and activities in call center
21. Design services in phone banking	Design services and activities in phone banking

Existing UoC Titles	New UoC Titles
22. Design services in e-banking	Design services and activities in digital banking and e-commerce
23. Design services offered through automatic banking machines	Design services and activities offered through automatic banking machines
24. Develop directions in direct sales	Design services and activities offered through direct sales via mail and electronic means
25. Perform e-banking management activities	Oversee digital banking service delivery
26. Coordinate with vendor of automatic banking machines	Manage performance of vendors to ensure quality service is provided to customers
27. Perform direct sales team management functions	Oversee the direct sales service delivery
28. Perform frontline phone banking activities	n/a
29. Oversee daily operations of automatic banking machines	Manage the performance of ATM service
Functional Area 2 - Retail Banking Operations and Support	
30. Formulate guidelines of loan or mortgage processing	Formulate policies and guidelines for loan operation
31. Determine approval or rejection on loan or mortgage applications	Approve or decline on secured and unsecured loan applications
32. Consolidate information on loan or mortgage applications	Verify information on loan applications
33. Handle approved loan or mortgage transaction processing	Handle approved secured and unsecured loan transaction processing
34. Set guidelines for processing services related to investment, insurance and saving	Formulate policies and guidelines for wealth management operation
35. Provide operation support on investment, insurance and saving services	Provide operation support on wealth management services
36. Develop and enforce policies and operational procedures on credit card business	n/a
37. Make decision on approval or rejection on credit card applications	Approve or decline credit card applications
38. Manage credit card business portfolio	n/a
39. Handle credit card transactions processing	n/a
40. Identify needs of credit card related vendor services and develop vendor acquisition plan	Develop vendor acquisition plan for credit card services
41. Oversee procurement and monitor vendor's performance related to credit card service provision	Oversee procurement and monitor vendors' performance related to credit card service provision
42. Uphold quality of vendor services	Monitor quality of vendor services
43. Design and review daily operation procedures	n/a

Existing UoC Titles	New UoC Titles
44. Plan and implement operations support	Plan and support branch operations implementation
Functional Area 3 - Credit Management	
45. Identify gaps in existing credit management systems	Evaluate and enhance the performance of credit management systems
46. Initiate and coordinate IT applications in related systems for effective performance of all key functions of credit management	Initiate and coordinate IT and financial technology applications in related systems for effective performance of all key functions of credit management
47. Provide learning activities to disseminate knowledge on credit management	n/a
48. Prepare documents in relations to credit risk management	n/a
49. Develop new products / features for credit-based solutions offered by the bank	Develop and review credit products / features
50. Formulate the overall credit strategy in retail banking for the whole bank	Formulate the overall credit strategy for retail banking
51. Analyze economic environment and the implications on credit management	n/a
52. Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank	n/a
53. Evaluate market value of collateral and risks associated with the loan	Evaluate market value of collaterals and risks associated with the bank's loan exposure
54. Manage and control the risks associated with the credit assets of the bank (e.g. securitization)	Manage and evaluate the risks associated with the credit assets of the bank (e.g. securitization)
55. Conduct credit assessment for credit applications	n/a
56. Determine terms and conditions for credit proposals according to the financial strength of applicants	n/a
57. Handle follow-up process of approved credit application	n/a
58. Formulate policies in managing bad and doubtful debts	n/a
59. Implement legal actions on unpaid debt customers	n/a
60. Negotiate with debtors about overdue debts	n/a
61. Collect payments from debtors	n/a
Functional Area 4 - Compliance and Risk Management	
62. Formulate policies and internal standards on compliance	Formulate compliance policies, internal standards and enforcement system
63. Conduct monitoring and handle breaching of laws	Conduct compliance monitoring procedures and handle breaching of laws

Existing UoC Titles	New UoC Titles
64. Review compliance programmes of the bank	Review and evaluate compliance programmes of the bank
65. Manage training and education on compliance	n/a
66. Liaise with regulators and handle regulatory examinations	n/a
67. Set internal policies on and regulate registration and licensing	Develop internal policies and guidelines to fulfil registration and licensing requirement
68. Monitor subordinates' behaviors to ensure professionalism of banking practitioners	Monitor subordinates' behaviors to ensure staff professionalism
69. Maintain high professional standards during job execution	Comply regulatory requirements and internal procedures during job execution
70. Formulate policies on handling suspicious and illegal activities	n/a
71. Provide professional services on legal issues	n/a
72. Communicate information on new or revised legal/ statutory requirements	Provide advice on new or revised legal / statutory requirements
73. Establish overall risk management policies and governance structure	n/a
74. Establish risk management plan	Establish and implement risk management plan
75. Formulate audit policies and approaches	Formulate policies on audit procedures and reporting
Functional Area 5 - Technology Management	
76. Develop IT security policies	Develop IT and cyber security policies
77. Build necessary infrastructures to support policies on IT security	Build necessary infrastructures to support policies on cyber security
78. Monitor security level in IT system	Monitor security level in IT and other cyber systems
79. Perform incident response management for IT issues	Perform incident response management for IT, digital banking and financial technology issues
80. Formulate plan on technological improvement in customer service	Formulate plan on technological improvement
81. Design and construct interface/ system (e.g. ATM, e-Banking) on customer service	Design and construct interface / system (e.g. ATM, digital banking)
82. Evaluate effectiveness of IT systems on customer services and identify improvement needs	Evaluate effectiveness of IT systems and financial technology and identify improvement needs
83. Develop and update IT architecture to facilitate products and services delivery	Develop and update IT and financial technology architecture to facilitate products and services delivery
84. Monitor the operations of customer service systems to ensure a smooth applications	Monitor the operations of bank systems
85. Identify and analyze technology needs of the bank	n/a
86. Acquire technological tools and solutions from technology service providers for system development	Acquire technological tools and solutions from technology service providers for system and financial technology development

Existing UoC Titles	New UoC Titles
87. Conduct system evaluation	Conduct IT and financial technology system evaluation
88. Oversee the implementation of new technology systems	Oversee the implementation of new IT and financial technology systems
89. Manage support services of technology systems	Manage support services of IT and financial technology systems
90. Design and monitor system recovery	n/a
91. Offer help desk services	n/a
92. Provide field support in resolving problems in the technology systems	Provide field support in resolving problems in the IT and financial technology systems
Functional Area 6- Product Development and Brand Marketing	
93. Create and produce enduring and consistent advertising campaigns to promote the corporate brand	Create and produce enduring and consistent marketing campaigns to promote the corporate brand
94. Perform product acceptance test	Execute product acceptance test plan for products and services
Functional Area 7- Quality Management	
95. Establish quality standards for different operations	n/a
96. Identify areas required for quality enhancement	n/a
97. Implement the process improvement plan	n/a
98. Prepare accurate and appropriate reports on process improvement evaluation	n/a
99. Develop marketing and promotional programmes	n/a
100. Deliver excellent customer service	n/a
101. Handle complaints from customers	Handle feedback and complaints from customer and move to FA 8.5 and level up to 4
Functional Area 8 - Sales and Relationship Management	
102. Develop recommendations on bank products and services to customers	n/a
103. Perform customer needs analysis and risk profiling	n/a
104. Handle customer's feedback on products and services recommendations	Handle customer's objection on products and services recommendations
105. Organize and review customer data to identify sales lead	Organize, review and analyse customer data to identify sales lead
106. Perform compliance control and monitoring functions	n/a
107. Provide support to marketing and promotion activities	n/a
108. Provide back office support to sales activities	n/a

Existing UoC Titles	New UoC Titles
<i>Functional Area 9 - Strategic Business Development and General Management</i>	
109. Develop business plan and action items for the identified business strategies	n/a
110. Evaluate achievement of business initiatives and improve their effectiveness	n/a
111. Design workplace and work processes which can comply to occupational safety and health standards	n/a
112. Integrate CR initiatives into daily work	Develop and implement Corporate Responsibility initiatives
<i>Functional Area 10 – Other Core Generic Competencies</i>	
113. Solve problems creatively to maximize efficiency	Solve problems and make decision creatively to maximize efficiency
114. Achieve assigned task in team projects	Lead project teams to achieve assigned tasks
115. Manage work performance of subordinates	Manage work performance of subordinates and take disciplinary actions on sub-standard performance
116. Develop potential in subordinates	Develop and implement talent development activities
117. Improve coordination and team performance	n/a
118. Plan for resources allocation	n/a
119. Expand existing resources pool	n/a
120. Maximize utilization of different resources	n/a
121. Execute the actions according to the project/ program management plan	n/a