

*(Draft)*

Specification of  
Competency Standards  
for Banking Industry -  
Retail Banking (Version 2)

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## Environmental Scan of the Retail Banking Sector in Hong Kong

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### Section 1 Introduction

Hong Kong is continuously renowned as a leading financial center in the Asia Pacific region. As stated in the Global Financial Centers Index (GFCI) released by the Z/Yen Group in September 2015, Hong Kong ranked third in the financial center league after New York and London. Since releasing the first semi-annual results in March 2007, GFCI has consistently ranked Hong Kong as the top international financial center in Asia, ahead of Singapore and Tokyo.

The stature of Hong Kong as a key financial center is built on its high standard of market transparency, disclosure and prudently supervised financial institutions. There were 199 authorized institutions and 64 representative offices in Hong Kong as of end-December 2015, among these authorized institutions (AIs) there were approximately 70 of the largest 100 banks in the world have an operation in Hong Kong.

According to published statistics, the value added of the local banking industry in 2014 accounted for 10.4% of the gross domestic product (GDP) at basic prices. The value added in 2010 and 2011 were accounted for 9.0% and 9.3% of our GDP in the respective year.

In 2014, the banking industry employed about 103,420 people, accounting for 2.9% of the total employment. The employment of the banking industry in 2010 and 2011 numbered about 95,464 and 99,106 respectively, accounting for 2.7% and 2.8% of the total employment in the respective year.

As indicated by the figures above, the banking industry employs 2.7% to 2.9% of our labor force but produces 9% to 10.4% of Hong Kong's GDP consistently. It is definitely an important pillar of Hong Kong economy and provides a lot of job opportunities. To maintain our leading position in the Asian financial market, actions have to be taken in Hong Kong to strengthen our competitive edge in cultivating an environment of a large supply of skilled talents, sound regulatory and business environment and advanced business infrastructure.

### Background of Banking Industry

As a major international financial center, Hong Kong has an integrated network of institutions and markets which provide a wide range of products and services to local and international customers and

investors. Hong Kong's financial markets are characterized by a high degree of liquidity and operate under effective and transparent regulations, which meet international standards.

Apart from the strong emphasis on the rule of law and fair market, the Government of the Hong Kong Special Administrative Region (HKSAR) endeavors to create a favorable business operation environment by keeping minimum intervention to the market. Its policy of low and simple taxation allows maximum room for business initiatives and innovation. There are no barriers of access to the market by foreign businesses and no restrictions on capital flows into and out of Hong Kong. With this backdrop, Hong Kong has been ranked first in terms of economic freedom for 21 years (1995–2015), according to the Heritage Foundation.

The development of the mature and active foreign exchange market in Hong Kong has been stimulated by the absence of exchange controls and its favorable time zone location. Links with overseas centers enable foreign exchange dealing to continue 24 hours a day around the world. According to a triennial global survey conducted by the Bank for International Settlements in 2013, Hong Kong was the world's fifth largest foreign exchange market in terms of turnover.

All these are usually being claimed as enabling factors for the development of banking industry in Hong Kong.

### **Banking Supervision**

The banking industry is under the supervision of the Hong Kong Monetary Authority (HKMA) and is governed by the Banking Ordinance and other legislations. Currently, the banking system adopts a three-tier classification in which authorized institutions (AIs) are divided into Licensed Banks (LBs), Restricted Licensed Banks (RLBs) and Deposit-taking Companies (DTCs). Apart from the above three, foreign and mainland banks maintain their presence through setting up local representative offices. The distinctions among the different types of bank mainly lie in the different types of deposit services that they are allowed to offer.

The banking industry of Hong Kong has ostentatious record in the arena of international financial market. According to the Hong Kong Industry Profiles provided by Hong Kong Trade and Development Council, the banking center is the 3<sup>rd</sup> largest in Asia (in terms of external transactions). The banking sector is also the 2<sup>nd</sup> largest loan syndication center in Asia Regions and the 6<sup>th</sup> largest foreign exchange center in the world.

### **The Need for Qualifications Framework**

Meanwhile, the pressing challenges and threats ahead call for the industry to carefully review its existing strategies and capabilities. Mainland China is one of the most fast-growing emerging markets with massive economic potential. Owing to the close tie between Hong Kong and China, China's thriving economy definitely opens up a torrent of opportunities. On the other hand, this may heighten the competition faced by Hong Kong, as many observers speculate that the rise of some mainland cities will supersede Hong Kong as the leading financial center in China in the near future.

Coinciding with the quest of consolidating the footing as a leading international financial center, Education and Manpower Bureau (EMB) has advanced the Qualifications Framework (QF) in 2004 which aims at providing an opportunity for lifelong learning to the workforce with the ultimate mission of cultivating a pool of high standard and competitive employees.

QF is about qualifications recognition in academic, vocational and continuing education. It adopts a seven-level cross sectoral hierarchy to describe the qualifications requirement of different levels which is purported to facilitate the articulation pathways among qualifications of different levels. Under the project of QF, a set of Specification of Competency Standards (SCS) have been developed for more than 20 industries up to 2015. It is expected more industry-wide SCS will be developed for other selected industries or professions. SCS comprises a set of core competencies which describe skills, knowledge and attributes that are required by the industry. SCS can be further customized to serve as an objective basis for education, training, qualification recognitions and human resources management etc. in individual organization. Nevertheless, the QF is a platform where different stakeholders can find useful information related to the qualifications or competency requirements of the sector. To cater for different purposes, readers can tailor the information according to their own needs.

The EMB has assisted different industries to set up their Industry Training Advisory Committees (ITAC). ITAC plays the advisory role on manpower development through offering advice to the government and industries. In order to realize the above mission, ITAC is responsible to develop, maintain and update SCS and develop a mechanism on Recognition of Prior Learning. Banking industry has also set up its ITAC which consists of representatives from employers, employees and relevant professional bodies.

Regarding the construction of QF for the banking industry, owing to the immense scale and the diverse nature of banking business, the Banking ITAC agreed that the development of QF should be carried out in different phases. Moreover, as agreed by the Banking ITAC, the scope of banking industry can be further divided into five core business functional areas:

- Retail Banking
- Commercial and Corporate Banking

- Asset Management and Private Banking
- Investment Banking
- Treasury

Amongst the five core business functional areas, the Banking ITAC has developed three sets of sectoral SCS including Retail banking; Commercial and Corporate Banking; and Private Banking in the past few years. The banking industry is experiencing the greatest turbulence since the broke out of financial tsunami in 2008. The stricter regulations and increasing social responsibility have reshaped the banking landscape and demand bankers to adopt new ways in dealing with the business. Thus, it is the right time to review the functions of banking and outline the competencies that the practitioners in different positions should be equipped in order to continue the prosperity of the field and contribute to further breakthroughs.

To ensure the accuracy and validity of the Units of Competencies (UoCs) developed overtime, Retail banking is chosen as the pilot sector to update the SCS content developed because it is the largest sector in the industry with the highest number of workers employed. As a result, it can be reasonably assumed that the future challenges and thrusts faced by the retail banking sector should be able to represent the industry-wide development to a substantial degree.

Banking is a multifaceted industry in terms of its composition of job functions. In addition to the core occupations of the well defined banking specific functions, it also involves diverse professions such as Information Technology, Human Resources, Service Quality Assurance, Office Administration, work process and financial auditing and Accounting to support its operation etc. The scope of this Retail Banking SCS updating initiative includes both categories of occupational functions while the emphasis is placed on the pure banking specific activities. For those supporting tasks or professions such as the examples exhibited above, the competencies updated or new competencies developed will highlight only the “application” of their specialized skills and knowledge under the particular context of retail banking.

In the following section, an analysis is carried out to examine both the internal and external environment in which the banking industry is embedded in, while, implications drawn will be focused on the impacts on the retail banking sector.

### **PEST Scan Framework**

As a first step to build up a qualifications framework, it is recommended that a critical review of the macro environment to be conducted so as to figure out the future challenges facing by the sector. The present project will adopt a systematic approach advanced by PEST, in which **P**olitical, **E**conomic,

Social and Technological factors are evaluated in the process of environmental scanning.

**Political Factors:** Political factors define the boundary of the environment (e.g. constraints, push or pull factors) which the retail banking sector will operate in. It has important implication on which business approach can be adopted or is more suitable. Tax policy, regulatory requirements and political stability fall into this category.

**Economic Factors:** Factors such as GDP, interest rate or inflation rate are examples of economic factors. These factors determine the disposable income or purchasing power of customers, which signify the potential of the market.

**Social Factors:** This category refers to demographic variables, attitudes or lifestyle of the customers. They are influential in shaping customer preferences and determine demand for different products and services.

**Technological Factors:** Factors such as pace of technological changes, level of research and development activity etc. affect the cost, production levels, and capacity of a bank. Technological factors are critical determinants in a competition.

**As each of the four factors covers a massive range of issues, the present analysis does not intend to carry out a comprehensive and inclusive evaluation; instead, only factors that have substantial impact on the banking industry are selected and reviewed in the following section.**

## Section 2 PEST Scan

### (A) Political Factors

#### *Bank Regulations and Legislation*

The Hong Kong banking legislations not only regulate the banking sector in Hong Kong, but also aim to ensure that the legal framework for banking in Hong Kong keeps pace with the latest developments in the world financial arena. The principal legislations pertaining to the banking industry include the Banking Ordinance and the Securities and Futures Ordinance. Besides, Hong Kong also has other provisions to tackle money laundering and counter terrorist financing.

In line with the international trend, Hong Kong's financial services regulatory system has evolved and developed over the years. The principal regulators are the HKMA, the Securities and Futures Commission (SFC), the Office of the Commissioner of Insurance (OCI) and the Mandatory Provident Fund Schemes Authority (MPFA). They are responsible respectively for regulation of the banking; securities and futures; insurance and retirement scheme industries.

Amongst these regulators, HKMA's principal functions are to ensure that the central banking functions of maintaining monetary and banking stability can be performed with a high degree of professionalism and continuity, in a way that can provide confidence to the people of Hong Kong and the international financial community. Besides banking supervision, other functions and objectives of the HKMA include the maintenance of currency stability and promotion of the efficiency, integrity and development of the financial system. These functions and objectives are generally consistent with those of central banks around the world.

#### *Participation in international and regional financial organizations*

The legal framework for banking supervision in Hong Kong is in line with international standards including the Basel Committee's *Core Principles for Effective Banking Supervision*. The supervisory process follows a risk-based approach which places emphasis on the evaluation of the quality of AIs internal risk management systems in respect of current and emerging risks they encounter. The objective is to devise a sound supervisory system to help preserve the general stability and effective operation of the banking system, but which at the same time provides sufficient flexibility for AIs to take commercial decisions.

Through active participation in the Financial Stability Board, and international standard-setting bodies such as the Basel Committee on Banking Supervision, International Organization of Securities



Commissions and International Association of Insurance Supervisors, Hong Kong has been contributing to the development of global financial regulatory reform on various fronts. Hong Kong is also a member of the Asian Development Bank and Asia Pacific Economic Cooperation.

The HKSAR Government and financial regulators also play an active role in the Financial Action Task Force and the Asia-Pacific Group on Money Laundering, to ensure that our anti-money laundering and counter financing of terrorism regime is in line with those standards and practices.

In June 2014, the HKMA's anti-money-laundering and financial crime risk division, stated that the body would "consider using the full range of powers afforded to it under both the Banking Ordinance and Anti-Money Laundering and Counter-Terrorist Financing (Financial Institutions) Ordinance (AMLO), including disciplinary and prosecution action" in the event that breaches of the AMLO were discovered. In August 2014, the HKMA announced its first action against a bank for breaches of the AMLO, when a foreign bank was fined HKD 7.5 million. It is expected that further action will be taken against other regulated financial institutions for breaches of the AMLO in the future.

### ***Liberalization of China's Banking Sector***

China became a WTO member in December 2001 and all commitments for the banking and financial services had been completely phased in by 2006. In line with China's WTO commitments, the Chinese government has promulgated the "Regulations of the People's Republic of China on Administration of Foreign-funded Banks" with effect from December 2006. The major provisions include:

- A foreign bank on its own or jointly with any other foreign financial institution can apply to establish a wholly foreign-funded bank in China.
- A foreign financial institution partnering with a Chinese company or enterprise can apply to establish a Chinese-foreign joint venture bank in China.
- A wholly foreign-funded bank or a Chinese-foreign joint venture bank may engage in foreign exchange and RMB businesses, including the retail banking businesses like receiving deposits from the general public and conducting bank card businesses.
- As a result, Chinese and foreign banks are now subject to a unified regulatory regime, competing directly with one another under the same market environment and the same supervision regulations.

### ***New development in the Closer Economic Partnership Arrangement between Hong Kong and the Mainland (CEPA)***

Hong Kong's banking sector is one of the liberalized sectors benefiting greatly under CEPA, with lower barriers set for Hong Kong banks entering the mainland market.

- For Hong Kong banks to set up branches or body corporate on the mainland, the total asset requirement at the end of the year preceding application is lowered to not less than US\$6 billion, compared with US\$20 billion otherwise for non-CEPA foreign banks.
- There is no requirement for setting up a representative office on the mainland before a Hong Kong bank establishes a joint venture bank on the mainland.
- According to Supplement VI to CEPA, starting from October 2009, branches of Hong Kong banks in any municipality in Guangdong can apply with the relevant authorities to set up sub-branches in other municipalities within the province.
- Any foreign banking institution established on the mainland by a Hong Kong bank can establish specialized institutions for providing financial services to small enterprises in accordance with the relevant mainland requirements.
- From April 2012, any mainland-incorporated banking institution established by a Hong Kong bank can engage in the sale and distribution of mutual funds as per CEPA Supplement VIII.
- Under Supplement IX to CEPA, Hong Kong banks are allowed to provide custodian services for the settlement funds of securities firms' customers and margin deposits on futures transactions.
- From January 2014, Hong Kong banks' mainland-based operating institutions are granted under the provisions of Supplement X to provide RMB services to enterprises on the mainland recognized as owned by Hong Kong investors, even where those investors are situated in a place other than Hong Kong.
- A new agreement on trade in services under the CEPA framework was signed in November 2015. For the banking industry, the new agreement removes the requirement of minimum years of operation for foreign-funded banks set up by Hong Kong banks on the Chinese mainland to conduct RMB business.

The easing of restrictions under CEPA benefits not only Hong Kong newcomers to the mainland market, but also Hong Kong banks that have already operated on the mainland. As of end-2015, 10 Hong Kong banking and financial services providers (excluding insurance and securities) had obtained certificates of Hong Kong Service Supplier.

### ***Increasing Sophistication in Banking Activities Calls for More Stringent Regulatory Requirement and Risk Management Practice***

A surge of consolidation activities in the banking industry can be witnessed in the recent years. Moreover, globalization is taking place at a high velocity due to the growing popularity of off-shoring and the pressing need to expand into new markets. The rapid expansion and the increasing competition lead to the proliferation of products and services which largely increase the sophistication

of the banking activities. The rapid expansion signifies the need for higher transparency of bank activities and closer supervision from different regulatory bodies. As a result, it can be foreseen that more stringent regulations will be imposed to ensure the transparency in financial reports and to prevent accounting scandals. Basel III is another example illustrating the increasing supervisory control and disclosure requirements imposed on banks. Basel Committee on Banking Supervision issued the Basel III which recommends a set of regulations to govern the quality and adequacy of capital. It is an action to further consolidate the stability and safety of the international banking system through the adoption of more advanced and risk-sensitive management practices.

On the other hand, to stem the illegal flow of money, regulations on anti-money laundering is growing in importance. Banks are required to monitor any suspicious transaction. To meet with the requirements and be protected from the potential financial and reputation risk, a higher standard of intelligence system is required to verify customer's identity, the source and the destination of deposit.

Taking the regulatory demands into consideration, more money will be poured into the development of information technology system. The installation of new IT system can help the banks to handle extra tasks created by the regulation; moreover, it can augment the capability of banks in risk management by assessing credit risk and return rate of different customers.

The Basel Committee on Banking Supervision (BCBS) issued the Basel III package introducing further reforms to the Basel II capital adequacy framework and new standards for bank funding liquidity in December 2010. The objective of Basel III is to improve the banking sector's ability to absorb shocks arising from financial and economic stress in the future. The BCBS expects its member jurisdictions to begin the implementation of Basel III from 1 January 2013 in phases, with full implementation by 1 January 2019. It is HKMA's current intention to implement Basel III in Hong Kong in accordance with the BCBS' timetable, including the transitional arrangements.

In Hong Kong, where banks have traditionally maintained quite conservative capital levels, the new capital reserve requirements may not, as a consequence, be a pressing issue. However, the new liquidity requirements as a regulatory reform requires more adjustment by banks in Hong Kong as they come into line with the dual requirements of the 'liquidity coverage ratio' and 'net stable funding ratio'. Maintaining their strategy to grow their business as planned, while at the same time meeting these two revised ratios will be challenging and raised the funding costs for some banks in Hong Kong. It may force them to reassess how they fund their balance sheet and, particularly, how they fund their longer-term lending. This may cause a knock-on effect on the deposit market, the interbank market and the lending market as well.

It is a belief that by adopting the latest practice regarding risk management, banks can better identify

credit quality of different borrowers and can structure the pricing accordingly. Meanwhile, in order to maintain the status as a global business and financial center, continuous amendment and upgrade in regulations related to listing, financial reporting and company ordinance etc. will be introduced in order to meet with the market changes and challenges.

The ever higher standard of compliance requirements has undoubtedly raised the risk awareness of banks. Certainly, being risk sensitive is an imperative element for a stable and healthy banking system. Nevertheless, banks have to be strived a balance in order to prevent from being overly risk avoidant as undue prudence will fetter their swiftness in business movement and may hamper their competitiveness. In short, banks are facing the challenge of making a sensible business decision within an acceptable risk level.

One particular regulatory issue which banks in Hong Kong cannot afford to overlook is the China's banking laws and regulations. Understanding of the legal system in Hong Kong as well as that of China represents a major challenge for banks who would like to expand into the mainland market. As the two legal systems vary considerably, absence of intense knowledge in their differences may put the bank in great risk.

### ***Implications on Bank Employees***

Risk and compliance regulations place increased constraints on bank employees when carrying out business. Frontline staff has to strictly follow the steps as advised by HKMA. They find little flexibility in decision making and higher risks of non-compliance to the requirements.

For many job positions, employees are required to obtain a variety of licenses in order to be authorized to carry out their work duties. When there are new updates on the regulations, they have to attend additional training and obtain new licenses. It is a common practice in the industry nowadays banks ask their employees to undergo continuous training outside of their work hours. It is obviously raising the costs of banks and diminishing the free time of the employees.

As a result of increasingly stringent regulations, processing and operation of banks become more time-consuming; bank employees operate and ask for verification of documents and information may sometimes cause unnecessary dissenting response from their customers. Employees find it difficult to strike a balance between maintaining their relationship with customers and complying with regulatory requirements. The higher risks and accountabilities their jobs bear may make it less attractive for new-comers to join the industry.

### ***Corporate Social Responsibility***

Businesses report an increase in drivers to move towards more environmentally and socially sustainable business practices. Cost management is the main driver globally, followed by customer demand and because it's the 'right thing to do'. How a business is perceived to be operating is also important in many countries. In the recent decades, the role of enterprise in the society is under the spotlight of public attention. The concept of Corporate Social Responsibility (CSR) is catching on big; advocates of CSR propound that besides statutory obligation, a company should also commit itself to the interests of different stakeholders such as customers, employees, communities and so on. In the past, cost management may be the sole driver of some enterprises when they are making business decision. However, nowadays, an enterprise has to pay attention to the customer demand and take necessary steps to support their brand building activities. All these considerations may lead to possible long term consequences of their action on environmental, ethical and cultural issues etc.

The experience gained by the banks during the years of financial tsunami has given a lesson to our bankers that any large scale sentiment and unwanted publicity will ruin banks' reputation and impose a huge cost of losing customers. In order not to create any unnecessary predicament, banks will try their best to avoid provoking any group by being tactful and diplomatic in handling the execution and dissemination of their initiatives.

Banks in Hong Kong recognize that the citizens of Hong Kong are more vocal and highly aware of their rights to voice out their opinions and to protect their interests. The vociferous and widespread arguments expressed in the incidents of counterfeit bank note, branch closure and operating hour amendment are illustrative examples of the potency of public opinions. Moreover, in the context of Hong Kong, media plays a decisive role in social event, their reporting is crucial in shaping public opinions.

### **Thrusts to the Retail Banking Industry**

- Banks have to increase their investment on compliance management including the recruitment of more qualified compliance professionals, offer compliance training to their staff and review their operational processes in line with the new compliance needs.
- In order to fulfill the compliance requirement, banks may require installation of new IT infrastructures which may entail large sum of capital. In order to reduce the cost, banks have to think of different ways to spread the investment enterprise-wide.
- Regulatory requirements increase bank's awareness of the different risks run by them and become more cautious when managing their assets. On the other hand, they have to be cautious of losing business if they are over risk avoidant.

- Although the liberalization of China's banking sector and the easing of restrictions under CEPA provide a lot of business opportunities to the banks of Hong Kong, the increasing business transaction with mainland individuals / institutions requires our banking practitioners' to have a better understanding of the mainland legislative environment and the difference between the two legal systems.
- The media and different stakeholders will become more powerful and will continue to exert pressure on bank's decision. Managing the relationships with different stakeholders and building up a positive corporate image will become a challenge to banks.

## **(B) Economic Factors**

### ***General Economic Outlook and Banks Operating Environment***

For quite some time, the Hong Kong Monetary Authority (HKMA) has been drawing attention to the need for banks to take account of possible future changes in the operating environment. The recent extended period of steady growth, gentle economic conditions, overflowing liquidity, and low to zero-interest rates is unlikely to go on forever, and it is important that the banking sector is not caught out in a situation of slower growth, higher rate of non-performing loans (NPL) and potentially higher interest rates.

With the recent slowdown in China, the forecasted trend of depreciation of the RMB and a pick-up in NPLs in several markets around the globe, market conditions are becoming more vulnerable and volatile, and banks will need to focus more than before on credit risk and interest rate risk, as well as operational and technology risks. As many people have been pointing out, times have been so good for so long now that many bankers in Asia have little experience of managing in more difficult and turbulent times. This requires different skills – credit management rather than credit generation, compliance management rather than operational processes streamlining, risk management rather than marketing.

On the other hand, bank customers are getting used to the ample availability of credit and low interest rates, they may not be able to manage their finances if credit availability reduces and interest rates rise. This is why the HKMA has continuously urged borrowers to consider their repayment ability if interest rates were to rise when they take on debt. Banks will need to closely monitor any early warning signals of changes in market conditions and the operating environment, and make necessary adjustment accordingly. However, it is also important for banks not to over-react such as enforcing a sharp cutback on new lending, as it could bring along damaging effect to the economy.

### ***Macro economy of Hong Kong***

In general, economists' scenario calls for a stable outlook for the Hong Kong economy based on their forecast on China's soft landing, a gradual interest rate hike and Hong Kong's undeniable status as a financial hub of Asia, and Hong Kong's currency peg to the US Dollar. The positive economic drivers of Hong Kong may include:

- (1) A slower but stable global economic growth;
- (2) Slower-than-expected interest rate increase by the Federal Reserve; and
- (3) Chinese government's economic stimulus plan.

There is more evidence showing that the Federal Reserve of the United States is tending to be more vigilant on raising interest rates and the Chinese government has already implemented an economic stimulus plan, while Hong Kong economy is characterized by a high GDP per capita, strong fiscal balance and external accounts, as well as its “one-country-two-system” economic tie with China. Commenters therefore view Hong Kong as systemic importance to the Chinese economy in terms of providing global trade flows and alternative funding sources. Furthermore, the expansion of a free trade zone to cover Guangdong, across the border from Hong Kong will boost trade flows in the Pearl River Delta region. Hong Kong’s position as one of the major global hubs will, in effect, link its economic growth to global trade flow. It will in turn provide more business opportunities to the banks of Hong Kong.

However, Chinese government has set a slightly lower GDP growth rate this year, which is cut down from 7.5%, and announced the “new normal” economic growth policy. A lowered target tells us the government has already acknowledged that the economic growth is indeed cooling down. The crackdown on corruption and money laundering, together with China’s slowing economic growth, should affect the number of mainland visitors and their spending in Hong Kong,

### ***Renminbi (RMB) Businesses in Hong Kong***

Hong Kong is the world’s largest offshore RMB business hub, with the world’s largest offshore pool of RMB liquidity. As at end March 2015, RMB deposits and outstanding RMB certificates of deposits total RMB1,061.2 billion. With the development of RMB bonds, loans and equity products, Hong Kong has become the largest center for conducting offshore RMB financing activities. As at end April 2015, outstanding RMB bonds issued in Hong Kong has amounted to RMB356.2 billion.

RMB business in Hong Kong was first launched in 2004, which first allowed Hong Kong banks to provide personal RMB business, and has since been continually expanded. With the introduction of the pilot scheme for RMB trade settlement in July 2009 and its expansion in July 2010, banks participating in RMB business in Hong Kong can now offer a wide range of RMB services to their corporate customers.

The RMB trade settlement scheme and related facilitation arrangements have brought about many benefits, allowing traders to gain access to a range of new RMB services (including L/C issuance, packing loan, import invoice financing, export invoice discounting, and factoring), reducing the transaction cost of buying/selling in RMB, as well as allowing them to exchange, receive and keep RMB trade receipts offshore.



Over the past years, RMB trade settlement has become an increasingly popular option among foreign traders doing business with China. In 2014, around 22% of Chinese external trade was settled in RMB, up from 15% in 2013, marking a growing importance of RMB as the trade settlement currency.

Hong Kong has been playing an important role in RMB cross-border trade settlement. According to the Society for Worldwide Interbank Financial Telecommunication (SWIFT), RMB was the world's fifth most-used payment currency as of October 2015 (trailing the US dollar, Euro, British pound and Japanese yen), with Hong Kong being the leading offshore RMB hub that handles about 70% of global payment in RMB.

In 2014, RMB trade settlement handled by banks in Hong Kong amounted to RMB6.3 trillion, a year-on-year (YOY) growth of more than 60% over the year-earlier period. From the debut of RMB trade in July 2009, banks in Hong Kong had handled RMB trade settlement summed up at about RMB15 trillion as of end-2014. In the third quarter of 2015, the trade settlement amount increased by 27.4% YOY to RMB2.05 trillion.

Besides, Hong Kong hosts the largest pool of RMB liquidity outside the Chinese mainland. RMB deposits excluding RMB certificates of deposits summed at RMB854 billion as of end-October 2015, more than tenfold the level seen when the pilot RMB cross border trade settlement scheme was implemented in July 2009

As of end-March 2015, there are 224 banks in Hong Kong participating in the RMB clearing platform, while a wide range of RMB products and services is available in Hong Kong's offshore RMB market, including trade finance, certificate of deposits (CDs), bonds, stocks and ETFs.

### ***Cross Border Wealth Management and Remittance Services***

As business and social ties between Hong Kong and China increase, plus the effect of the trend of depreciation of Renminbi, the issues of cross border wealth management will come up. Banks are likely to be the trusted intermediaries providing investment and other supporting services. Further, as result of this increase, e-banking services and wealth management services across China and SARs will be intensified. As an effect, services related to RMB remittance between Hong Kong and various regions of China are forecasted to increase demanding banks to place higher emphases on this service.

### ***Implications of One Belt and One Road Initiative***

In just 30 years, China has developed from an inward-looking agricultural country to a global manufacturing center. Its model of investing and producing at home and exporting to developed markets has elevated it to the world's second-largest economy after the USA. Now faced with a

slowing economy at home, China's leadership is looking for new channels to sustain its appetite for economic growth.

As a new economic paradigm introduced in China since 2013, the "One Belt, One Road" lies the creation of an economic land belt that includes countries on the original Silk Road through Central Asia, West Asia, the Middle East and Europe, as well as a maritime road that links China's port facilities with the African coast, pushing up through the Suez Canal into the Mediterranean. The project aims to redirect the country's domestic overcapacity and capital for regional infrastructure development to improve trade and relations with Asean, Central Asian and European countries.

The Belt and Road Initiative aims to promote connectivity in infrastructure, resources development, industrial co-operation, financial integration and other fields along the Belt and Road countries. These strategic objectives are also closely connected to the "going out" strategy of many Chinese businesses. In light of the Vision and Actions document, as well as other related information sources, the "One Belt, One Road" initiative, with its extensive reach across a number of regions, represent clear development opportunities for Hong Kong.

The Asia Development Bank estimates that Asian economies needs US \$ 8 trillion to fund infrastructure construction to bring their facilities up to average world standards between 2010 and 2020. In order to provide financial support for the development of the Belt and Road Initiative, China is actively promoting the establishment of the Asia Infrastructure Investment Bank, the BRICS New Development Bank and the Silk Road Fund. These Banks and Fund will mainly invest in infrastructure, energy development, and industrial and financial co-operation, and will support the export of high-end technologies and production capacity.

In terms of industry sector, infrastructure may be the first stage in the development of the Belt and Road Initiative. It requires investment, project contracting and will drive demand for relevant services. In this connection, Hong Kong should be able to find a considerable array of opportunities in financing, project risk/quality management, infrastructure and real estate services (IRES), as well as several other related fields.

Hong Kong can also play a substantial role in providing financial services including fund raising, financing, bonds issuance, asset management, insurance and offshore RMB business for the initiative. Hong Kong can even seek to play a bigger role in the Asian Infrastructure Investment Bank, BRICS New Development Bank and Silk Road Fund, including encouraging these institutions to set up their headquarters and branches in the territory and make greater use of Hong Kong's international talent, as well as inviting the Silk Road Fund to set up sub-funds in Hong Kong. All these services represent a considerable number of opportunities for the banking industry in Hong Kong.

### *The Change in Competition Landscape*

In order to spread the reach in different markets, large banks engage in a wave of acquisitions activities which results in the decreasing number of mid-tier bank players available in the market. For example, in US, the 10 largest commercial banks in the country own 49% of the total banking assets, as opposed to 29% a decade ago.

On the other hand, the emergence of non-traditional players in the field such as industry specialists and non-bank banks will significantly alter the competitive environment:

- Specialized banks enjoy the benefit of market differentiation, better positioning, personalization and greater freedom in client selection
- Specialist service providers are superior in operational functions, customer intimacy and capital management
- Non-bank banks benefit from their established brand name, widespread distributor network and capability in providing competitive pricing

In Hong Kong, banks of smaller scale are facing the threat of being weeded out. In the recent years, the pace of development in banking products and services is astonishingly fast, which make some banks incapable of catching up as they do not have enough resources to be put on R&D. While international banks can spread the huge R&D cost globally, small banks cannot enjoy the economies of scale. Therefore, small banks keep losing customer as they do not have comparable products and services. Meanwhile, new entrants of the markets, especially Chinese banks, may want to use acquisition as a means to consolidate their business in Hong Kong. Mergers and acquisitions activities have remained active throughout the past decade. In the long run, it is expected that shares of the banking market will become more concentrated in the hands of a few major players. In 2012, the top six banks in Hong Kong own 49.2% of the total banking assets, which is similar to the percentage in US.

Besides the decreasing number of banks, products and services provided by banks may become more specialized in the future. Competition among banks will diminish the profit margin. To sustain competitiveness, banks have to review their business strategies and find a position where they can operate with competitive advantages. In the future, banks may sell out business which are operating at a loss and concentrate only on functions which they are having a niche. In other words, instead of operating full scale at all spectrum of services, specialized banks with dedicated functions may become more popular.

### ***Changes in Business focus in Hong Kong Banking Industry***

In recent years, as banks find keen competition in traditional deposit and lending business, the business focus of retail banking gradually moves from interest margin earnings to selling of financial products and wealth management. The proliferation of financial products such as trust fund, insurance, derivatives and other structural financial instruments etc. is transforming the industry into a “financial supermarket” with an assortment of products and services. It can be projected that the number of derivatives and debenture products will continue to grow.

### ***Maintain the Status as an International Financial Center***

The ever-increasing competition among different cities affirms the importance of Hong Kong to sustain its growth towards the destiny as an international financial center. In order to preserve its prominence in attracting foreign investment and uphold its world class standard as a financial service center, it is imperative for banks in Hong Kong to augment its competitiveness to meet with the challenges.

As a means to enhance the capacity, banks adopt a series of cost-reduction initiatives. The trend of off-shoring and out-sourcing which involve moving processes to lower-cost locations will become a main strategy to improve efficiency on one hand and enhance the quality on the other. It is anticipated that supporting functions, such as IT and audit, will relocate to areas where costs are lower. Moreover, sales and marketing staff will become the major component of workforce in the future banking industry.

On top of these, banks have to find ways to improve its competitive edge. In the coming years, with the highly advanced technology which has speeded up the invention process, competitive advantage brought by product differentiation is more difficult to sustain. Instead, human capital will become the major determinant to separate the winners from the rest of the banks. Therefore, it is undeniable that talent management will continue to be the focal point in the coming years when banks are competing for talents. In particular, the quality of frontline staff will become more critical to the performance of a bank as customer relationship management approach has become the main business development strategy. Simultaneously, customer profitability will become the major indicator of how much sales and marketing endeavor should be put on a particular segment. In a saturated and matured market like Hong Kong, a sharp increase in local customer base is highly unlikely. To sustain profit growth, it is expected that a substantial part of future revenue will be generated from existing clients. Therefore, business strategies of banks will focus on the high income net worth individual client group, which has the greatest potential in profit contribution. To meet this business goal, relationship management approach will be employed to capture the untapped potential in these clients. Banks have to go beyond

the traditional transactional approach, rather they have to understand the needs of clients and meet their requirements accordingly. Only by doing this banks can convince their clients that they are offering high value products and services to satisfy their unique needs.

### **Thrusts to the Retail Banking Industry**

- Competition will become more intensive in the future. M&A will continue and smaller banks face the risk of being weeded out.
- To stand out, differentiation emerges as the key operating strategies. Banks in the future can specialize in the most profitable components and distribute non-core business to external specialist
- One of the directions of growth for Hong Kong's banking industry is spearheaded by the rise of affluent masses as a result of China's economic development and closer business and social ties between the two territories. To cater for the increase in demand in banking services, the banking sector in Hong Kong sees an upsurge in bank related services
- Many new bank products and services will also increase as a result of the widening of the frontier of cross border economic activities.
- The performance of the Hong Kong banking sector being under more pressure in the upcoming years, with a strong likelihood that financial performance will be down from prior years.
- Loan growth in Hong Kong is slow down and it is expected this trend to continue. In particular, lending into mainland China will slow as demand drops in line with slightly slowing economic growth, and as Hong Kong banks increase their focus on what mainland China exposures they want to take on. Linked to this, profit margins won't be increased significantly in the coming years.
- As non-performing loans (NPLs) in mainland China increase and impact Hong Kong banks and their mainland China subsidiaries, the credit cost is generally expected to be raised. It will in turn affect banks' earnings.
- As costs are rising due to regulatory pressure, banks may need to explore new ways to improve their efficiency. They will find this an area where there are real opportunities to improve financial performance but substantial investment on new technologies and service delivery channels is needed.
- Hong Kong is moving towards a fund management center which provides world class asset management services, retail products and other banking related products. This can help attract mainlanders to invest as Hong Kong is having a more sophisticated market with much greater variety of product choices than the Mainland.
- Supporting functions, such as IT, and audit may continue to migrate to China, India or other locations where banks can enjoy a pool of skillful labor at lower operational costs.
- For the sake of building up competitive edge and attracting profitable customers, banks will

have a greater demand of talents for different job functions and find ways to retain them.

- On the side of retail banking, it is foreseeable that banks will have an inclined focus on developing the business of the high income net worth customer segment.

## (C) Social Factors

### *Changes in Customer Profile*

Coinciding with the transforming environment world-wide, characteristics of bank's customers will undergo a gradual change in terms of factors such as lifestyle, attitudes or behaviors and this may have important implications on the demand of banking products and services. In response to the changes in customer profile, banks have to project the needs of the future population and revisit their current strategy to see whether the existing offerings are compatible with the changing demands.

The major changes of the customer profile outlined in a report compiled by IBM are:

- There will be an increase in the relative size of oldest and youngest customer segment
- Regarding the attitudinal and behavioral change, customer will become better-informed, less loyal, more discerning, putting more emphasis on price-quality dynamics, and willing to pay more for premium products
- There will be apparent changes in the general life pattern in which people will marry later, divorce more, have second families and start second careers

On the other hand, average income will be spurred up by globalization in the next 25 years with the central role goes to those developing countries. It is predicted that the global economy may expand from \$35 trillion in 2005 to \$72 trillion in 2030. In a similar vein, it is speculated that the number of middle-class consumers will reach 250 million in 2010. The above evidence suggests that banks will face a group of more affluent customers in the future.

On top of the above changes, the rapid growth of information technology has also bring in some major changes to the landscape, customer now can access the information about the products and services offered by different banks in a convenient and speedy manner. As comparison between suppliers or brands is much easier, it is expected that customers will become more demanding in a sense that they are more price-sensitive and less loyal. However, it does not imply that customer loyalty has become an obsolete concept; surveys consistently revealed that majority of clients would prefer to employ a single bank if it can meet all their financial needs. As a result, banks are facing greater pressure to build up long term relationship with clients.

According to the Census and Statistic Department in Hong Kong, by 2031, the total population in Hong Kong will reach 8.72 million while growing steadily at a rate of 0.9% each year. Moreover, 93% of the population growth is resulting from immigration. Banks need to keep an eye on the trend in demographic variables and come up with products and services that meet the needs of the changing

population. In the coming years, one of the major trends that will affect the financial needs is the phenomenon of aging population. Aging will continue to be a conspicuous concern, 24% of the total population will be aged 65 or above in 2031 as compared with 11% in 2001. The median of age will be increased from 37 in 2001 to 46 in 2031. Another tendency is that the gender ratio (males per 1000 females) will show a decrease from 956 in 2001 to 771 in 2031.

Another notable trend is that the proportion of mainland customers will increase continuously. The increasing number of visitors from China will bring in many non-local customers who possess unique characteristics and different financial needs. Therefore, in the future, mainlanders will become an important client segment and banks may need to customize their services to this particular group. It is observed by the bankers in Hong Kong that potential customers coming from the mainland have greater interest on wealth management products and generally expect a higher yield on their investment. To take care of these prospective customers, bank staff may need to gain a better understanding of their appetite and the difference between the two banking systems and their products offerings respectively.

Moreover, banks are facing a more demanding group of customers nowadays in general. As customers are more educated and more familiar with financial products, they will demand more professional advice and comprehensible pricing schedule when making purchases. This undoubtedly has exerted a greater burden on frontline employees. As customers in Hong Kong get used to the high quality of services provided, banks have to think of ways to handle the ever increasing demand on customer services.

### ***Changes in Workforce***

The sluggish growth rate in the age group of working people coupled with the retirement wave of baby boomers will sharply reduce the size of available pool of workers. Nevertheless, globalization increases the mobility of the workforce which can help relocating workers to areas with high demand for labor. Driven by the cost-reduction motive, the trend of moving operational activities to more educated and skilled workforce with lower production cost continues to grow. Managing off-shoring and out-sourcing has become a core subject for banks.

Under the economic restructuring, Hong Kong is moving towards a high value-added production and a knowledge-based economy, for instance, as revealed by the 2014-15 HKSAR Government's fiscal budget, services industries approximately account for 90% of the current GDP and the trend of moving towards higher-end service jobs will continue. Moreover, financial services sector is expected to be a booming segment in the coming years. Its share of GDP has increased from 11% in 2001 to 18% in 2014 as stated by the Census and Statistic Department.



As a major segment in the financial sector, banks will demand for more highly educated workers in the future, therefore, relatively lower-educated workers are being culled from the labor market. In contrast, expertise from other countries, such as Mainland, will be attracted to come to Hong Kong. The keen competition and optimistic business environment make talent retention a critical concern of banks, especially as Hong Kong is becoming a more diverse society with the appearance of several newly developed industries. For example, the IT industry attracts a lot of young talents, and combined with the growing turnover rate of high performers, there is an insufficient supply of talents in the market for the banking industry.

Generally, it has never been harder to attract, recruit and retain employees in the banking industry nowadays. The staff of new generation is generally being recognized as a group of more ambitious and self-confident work force and they are relatively more inclined to strive for freedom and work life balance. They have high expectations and seek new challenges and are not afraid to raise questions if something is unclear. The more stringent regulatory requirements and demanding accountabilities exerted on a banker's job seem to be contradictory to what the younger generation is looking for. Yet the cause of this is not a lack of loyalty, nor a poor work ethic but simply a response to the changed times.

### **Thrusts to the Retail Banking Industry**

- The increasingly resourceful and demanding customers will be more powerful and have a higher bargaining power in the future bank-client relationships. It can be foreseen that their demand for products and services will become more diverse, value-oriented and eclectic.
- Mainland residents will share a larger proportion of the customer base of the banks in Hong Kong.
- Banks are now, and will be continuously facing the challenge of attracting and retaining talents. Ageing problem coupled with increasing competition in the financial industry may lead to shortage of qualified workers. On the flip side, the increased mobility means banks can find workers from different parts of the world. This fuels the new way of competition of available workers.
- In order to attract and retain the new generation staff, banks have to develop new incentive programs to cope the needs of their younger employees (e.g. extra day leave) and strengthen their training programs to help their staff to share corporate values thus to gain ownership on their jobs.

## (D) Technological Factors

### *Development of Service Delivery Platform*

The rapid development and extensive use of internet lead to the expansion of communication networks, which are supported by broadband and wireless technologies via a faster, more affordable, and more pervasive connection. Consequently, there is a growth of number of internet users which lead to the burgeoning of internet banking. Riding on this trend, radical changes have been introduced to the payment mechanism in nowadays; customer in the coming days can utilize mobile phones or pre-paid cards to carry out different transactions including general banking transactions, lending, cross-border remittances<sup>1</sup> and even investment.

Financial Technology (Fintech) has seen rapid but steady growth over the past five years, expanding from an estimated USD 1 billion in investments in 2010 to more than USD 6 billion in 2014, according to CB Insights. This trend has continued in 2015, where venture capital-backed investment was nearly USD 10.5 billion by the third quarter. To date, a significant amount of this funding has been Asia bound, with USD 3.3 billion being allocated to the region – a sure sign that Asia is a significant market for Fintech innovation.

Riding on this trend, the traditional financial services industry is in a state of fluidity. Regulators are making compliance and innovation difficult for the banking industry. Meanwhile, non-financial institutions are entering the market with a host of services designed around the customers. Getting a loan or credit is no longer a service reserved for financial institutions—now consumers who keep track with the development trend of Fintech can easily get it from other new entrants. Obviously, Fintech is not only an opportunity for financial services industry players, but also opens up the market to many other participants. Such examples include non-traditional services that have emerged recently in society, such as the innovative payment services, Peer to Peer lending and cloud funding. Such service models are heavily reliant on technology, and do not have bureaucratic nor control constraints, giving them an advantage over traditional banking services. The moves made by Tencent and Alibaba to offer services in China other than just payments through their WeBank and MYBank have bring about tremendous impact on the banking industry in the mainland.

Paying for services is also being disrupted. Now we have mobile and internet alternatives that reduce our dependence on financial institutions. Meanwhile, currency itself is evolving, with the emergence of cryptocurrency.

As customers are increasingly demanding for services such as internet banking, mobile banking and

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phone banking, they tend to use those channels of banking services more frequently, coping with the growth of internet banking is the highly controversial issue of information security in the form of identity theft or leakage of personal information. To resolve customer's concerns over the safety of online banking, higher level regulatory, security and governance needs for online banking systems is of pressing significance to banks.

Nowadays, the major functions of bank branches are to carry out transactions such as money deposit and withdrawal. When internet banking and phone banking are becoming more popular, it can be foreseen that an increasing percentage of transactional banking activities will be carried out via internet, the automation of basic services will also take place. The transference of transaction channel can match with the cost-reduction motive of banks as the cost of human teller and physical premise cost is substantially higher than ATM, telephone banking and internet banking. Nevertheless, it does not mean that bank branches will be completely replaced. Despite the diminishing number of branches in the recent years, banks still rely on them to provide a meeting place where their staff can interact with customers directly to clarify their needs and sell proper products and services accordingly. The trend of retail banking sector is therefore transforming the transactional service delivery mode into more technological driven on one hand, while aiming to enhance the customer experience through well trained branch personnel to conduct thorough needs finding and empathetic interaction with their customers.

Regardless of the indispensability of bank employees, the Internet can overcome geographical boundaries and allow banks to enter markets which are previously out of their reach. For example, due to the cross border expansion and the increasing number of clients who are located in Mainland, Internet provides a mean of remote control and allows them to carry out transactions without being physically present in Hong Kong.

Besides, Internet technology may provide substantial room for banks to distinguish their commodities from those of others. With the highly advanced technology which has speeded up the product development process, banks can offer products which they cannot afford to put forward due to the high operational cost in the past, stock brokerage service is a case in point. Labor cost involved has been substantially reduced when electronic trading means is employed.

The Financial secretary of Hong Kong proposed to set up a steering group to find ways to develop Hong Kong into a financial technology hub in his Budget speech in February 2015. His rationale was that Hong Kong has been recognized as an international financial center with rich experience in technology. It is definitely an ideal place to develop Fintech. Moreover, many venture capitalists and crowd funding efforts are also eyeing Fintech investment opportunities in Hong Kong.

In February 2016 a releases report presented by the Steering Group on Fintech agreed on our Financial Secretary's view point. The Chairman of the Steering Group and Secretary for Financial Services and the Treasury, Professor K C Chan, said, "The report highlights the vibrancy of the local Fintech sector comprising world-class financial institutions, innovative start-ups, investors, finance and entrepreneurial talent, and research and development (R&D) institutions. There is vast potential for Hong Kong to become a premier Fintech hub, through leveraging our role as an international financial center, the highly developed information and communication technology infrastructure, and ample finance and entrepreneurship talent."

The Steering Group also considers that the Fintech ecology in Hong Kong is maturing, and appropriate support and measures from the Government can help take the sector to the next level. The Government shares the Steering Group's vision to foster a conducive ecology for Fintech so that consumers can enjoy the benefits brought about by Fintech, while the local financial services industry can stay ahead of the competition and continue to attract talent and innovations.

Acknowledging that Fintech can offer consumers fresh experiences in managing their finances and provides financial institutions with tools to improve their operational efficiency, it is a fact that many established financial institutions in Hong Kong had already been actively applying Fintech in enhancing their services. The technological evolution carried out by the retail banks is their response based on they recognized the extremely competitive environment, they have to find ways to outperform their competitors via branch innovation and transformation strategy while grappling with regulatory challenges and shifts in consumer behavior. By the same token, banks are also assessing the implications and opportunities created by mobile phones and social media. .

The advancement of technology represents a great leap in the communication efficiency and computing capability, which play important roles in honing the mode of competition in the banking industry. Cutting-edge technology can allow bank to deliver better customer services, lower operating cost (channel development) and better compliance and risk management, which are critical. Therefore, developing technology capability is gaining higher priority in a bank's development plan.

It can be seen that different banks are developing their technological capability; and applying the tools to a wider array of functions. Customer relationship management is a case in point. To stand out from the competition, banks gradually recognize the importance of customer relationship management. In order to attract and retain customers, it is essential that financial needs of individuals and businesses can be better discerned. With the help of more advanced data mining and intelligence system, the capability of banks in storing, tracking, analyzing and protecting data will be significantly enhanced. Generally speaking, all retail banks may need to quickly and decisively adopt new approaches to run their business or otherwise take risk of being left behind

Simultaneously, technological advancement also augments the capability of banks ranging from the assessment of different kinds of risk to the measurement of return rate of different customers. It can help banks to better determine their pricing strategy and make final business decision. As a result, banks can offer services to a broader range of individuals, especially those segments which banks did not tap into before due to the previously non-measurable level of risk associated.

### **Thrust to the Retail Banking Industry**

- Branch will remain an integral part of the multi-channel service delivery strategy, but more as a sale and service vehicle rather than a transactional device. Branch operation will become “sales and customer centric”. Frontline staff will engage more in selling products, while most part of the transactional tasks will be completed via digital banking, electronic teller device or other technology supported means.
- Banks will utilize the Internet as a market development device. The new platform provides an unprecedented entrance for markets with millions of people, particularly in emerging economy. Moreover, choices of products and services offered in the internet will continue to expand.
- Widespread digitization will increase security threats. Emerging technologies should be utilized to safeguard online security, customer authentication etc.
- Banks will increase their investment in technology, such as customer analysis device and risk assessment technology which can allow them to extract valuable information from multiple sources.

## Section 3 Implications

### Implications to the Retail Banking Industry

Upon the completion of the environmental scan which is employed to evaluate the political, economic, social and technological environment, future thrusts of the retail banking sector are identified. By recapitulating the collective views of experienced bankers, economists, HRM specialists and data gathered from literature research, the implications on the core functions and activities of retail banking are summarized as below:

| Thrusts   | Implications   |
|---|--|
| <b>Political</b>  |  |
| <p><b>1. More stringent regulatory requirements</b></p> <ul style="list-style-type: none"> <li>- Higher risks and responsibilities of bank employees</li> <li>- Higher costs for banks</li> <li>- Higher requirement on IT infrastructure</li> <li>- Banks will increase their awareness of risk and at the same time have to avoid being too risk avoidant</li> <li>- Need to maintain harmonious relationship with customers when doing business with them</li> <li>- Doing business with Mainland requires a thorough understanding of China's legal system</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Pressure exerted on bank employees:</b> Due to increased complications of regulations, frontline staff has little flexibility in decision making. The higher risks their jobs bear make it less attractive for new-comers to join the industry.</li> <li>● <b>Advent of new regulatory requirements:</b> In order to keep up with new regulatory requirements, employees have to undergo continuous training outside of work hours, they find less free time outside of work.</li> <li>● <b>Costs of compliance:</b> Banks have to invest more on the area of risk and compliance, such as anti-money laundering process measures and allocating more human resources in the role of checkers.</li> <li>● <b>Higher requirement on IT infrastructure:</b> Compliance calls for adoption of more advanced technology, mastering new set of skills and knowledge in using the technology is critical.</li> <li>● <b>Costs of customer protection:</b> Processing and operation of banks become more time-consuming; bank employees asking for verification of documents and information may sometimes cause unnecessary dissenting response from their customers. Employees find it difficult to strive a balance between</li> </ul> |

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|---|--|
|   | <p>maintaining their relationship with customers and complying with regulatory requirements.</p> <ul style="list-style-type: none"> <li>● <b>China Business:</b> Knowledge in China legal system and banking law is inevitable when China business increases.</li> </ul>   |
| <p><b>2. Increasing attention on Corporate Social Responsibility (CSR)</b></p> <ul style="list-style-type: none"> <li>- The increasing influence from stakeholders and media may affect the business decision of banks</li> <li>- Greater consciousness of corporate social responsibility in the commercial arena</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Corporate Social Responsibility:</b> To meet the challenge, bank employees need to have awareness in public affairs and better manage the relationship with different parties in the community. This requires an understanding of the evolvement of social issues, roles of different stakeholders and most importantly, skills of managing the relationship with these parties effectively.</li> </ul>  |
| <b>Economic</b>   |  |
| <p><b>1. Changes in competitive landscape</b></p> <ul style="list-style-type: none"> <li>- Banks with different comparative advantages will gradually identify their own edge in the evolving industry and focus on the development of their specialized business areas</li> </ul>  | <ul style="list-style-type: none"> <li>● <b>Business Strategies:</b> To sustain competitiveness, banks have to review their business strategies and find a position where they can operate with competitive advantages.</li> <li>● <b>Competition among banks:</b> Banks of larger scale have more resources to spend on areas such as risk and compliance, technology, training etc., while banks of smaller scale may not be able to afford such resources and investment. As a result, they may become less competitive in the industry.</li> </ul> |
| <p><b>2. The growth of China's economy</b></p> <ul style="list-style-type: none"> <li>- Business and social ties between Hong Kong and China increase</li> <li>- RMB business in Hong Kong creates an opportunity for banks in Hong Kong to now offer a wide range of RMB services to their corporate customers</li> </ul>    | <ul style="list-style-type: none"> <li>● <b>China Business:</b> The economic prosperity and continuous growth of commercial activities in China increases the opportunities of doing business with the mainland. As a result of the RMB cross-border trade settlement, more cross-border wealth management and remittance services are required.</li> </ul>  |
| <p><b>3. Changes in Business Focus and Maintaining Hong Kong as an International Financial Center</b></p> <ul style="list-style-type: none"> <li>- Shifting from the traditional lending business to fund management and</li> </ul>   | <ul style="list-style-type: none"> <li>● <b>Customer Relationship Management:</b> In view of the future business model, banks will look for people who are adept in sales and marketing, relationship building and able to discern the financial needs of customers.</li> </ul>  |

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|---|--|
| <p>marketing of more sophisticated financial products more proactively</p> <ul style="list-style-type: none"> <li>- Supporting functions will move to locations where cost are lower</li> <li>- Human capital will become a major determinant of a bank's performance</li> <li>- High income net worth customers contribute higher proportion of profit to banks</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Product Development:</b> In order to attract customers, banks have to review their products portfolio regularly to ensure their products and services can catch up with the market trends and the needs of customer have been taken care of.</li> <li>● <b>Talent Management:</b> It is critical for banks to formulate a competitive strategy in attracting, retaining and developing employees in order to stand with the cut-throat competition.</li> </ul>   |
| <b>Social</b>   |  |
| <p><b>1. Change in customer profile</b></p> <ul style="list-style-type: none"> <li>- Customers are more informed of bank products and service offerings and will become more demanding</li> <li>- Ratio of customers from Mainland grows steadily and continuously</li> </ul>   | <ul style="list-style-type: none"> <li>● <b>Financial &amp; Economic Knowledge:</b> To demonstrate professional propriety, frontline staff needs to give more professional advice and comprehensible pricing schedule when making purchases to clients they serve. They should also be sensitive to the economic development and aware of the changes in the surrounding environment.</li> <li>● <b>Customer Relationship Management:</b> In order to cater the needs of customers, banks have to look for people who have the desire to straighten out the needs of customers and satisfy them by providing personalized service.</li> <li>● <b>China Business:</b> Increasing number of customers from Mainland definitely requires employees who are familiar with business and banking practices, and cross-border business regulations of China.</li> </ul> |
| <p><b>2. Change in workforce</b></p> <ul style="list-style-type: none"> <li>- The growing importance of talent management</li> </ul>  | <ul style="list-style-type: none"> <li>● <b>Talent Management:</b> The increasing demand on competitive workforce calls for a sound strategy in attracting talents when facing increasing competition from other fields and industries and retaining them, especially the staff of the new generation.</li> <li>● <b>Competition from newly developed industries:</b> Newly developed industries create a greater choice of jobs for youth to choose from, the banking industry has to compete against</li> </ul>  |



|  |  |
|--|--|
|  | them for recruitment.  |
| <b>Technological</b>   |  |
| <p><b>1. Development of service delivery platform</b></p> <ul style="list-style-type: none"> <li>- Most of the transactional tasks will be handled by internet devices and branch operations will become more sales oriented</li> <li>- Employing advanced technologies and communication channels as a part of banks' business growth strategy</li> <li>- Increasing concern on internet security threat</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Technology:</b> The more common utilization of sophisticated technology requires a staff force which is proficient in the technical know-how of mastering the new "tools" and technology. More advanced and secure online systems have also become necessary.</li> <li>● <b>Customer Relationship Management:</b> A different skills set for frontline employees to adapt to a different channel of operation is needed to identify customers' needs.</li> </ul> |
| <p><b>2. Increasing utilization in Technology</b></p> <ul style="list-style-type: none"> <li>- Increasing demand of bank customers for more speedy, accurate, plus convenient service and information calls for greater investment in technology to satisfy customer needs in a cost effective manner</li> </ul>   | <ul style="list-style-type: none"> <li>● <b>Automation of basic services:</b> It is predicted that the automation of basic services will take place, thus more emphasis will be put on customer facing in terms of service provision.</li> </ul>   |

As revealed by the above analysis, banks will evolve beyond "cross selling" products to identifying and matching customers' financial needs. The traditional bank-centric banking model is no longer apt to be relied on to run the business. Instead of structured around internal product ranges, leading banks will adopt a new customer-centric model through branch innovation and utilization of advanced technology to enhance their customer experience. Banks which can gain a thorough understanding of their customers can leverage their knowledge to offer the right products at the right time.

It is generally believe that banks which can execute service delivery innovation and transformation strategy with a focus on customer relationship, distribution channels, cost management and regulatory and risk management will be better able to develop a competitive advantage and attain productive growth.

Changes in banking industry are taking place at an unprecedented pace, the future outlook presents an intimation of human capital capability requirements as exhibited above on one hand while exposes a fundamental essence in the ability of managing Change. Employees' **Integrity and Professional Ethics, Adaptability to Changes, their Enthusiasm to Continuous Learning and Business acumen,** plus an **Empathetic Relationship Management** to interact with clients and understand their genuine needs etc. are all imperative elements to facilitate banks to thrive in the future banking environment.

## Concluding Remarks

It is undeniable that the business environment of banking industry will keep changing. As an international financial center, Hong Kong should take proactive measures to catch up with the global development. Through establishing the foundation for education and training, plus the systematic and clear career pathways for personal development, the QF advocated by EMB serves as an imperative tool to prepare the industry for the future. By accomplishing these meaningful tasks, the QF can hopefully help pave the way and contribute to the industry competitiveness, thus strengthening the status of Hong Kong as an international financial center.

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## Functional Areas of Retail Banking Sector in Hong Kong

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### Introduction

Conventionally, scholars and practitioners have advocated different methods to construct a competency model. For instance, there is task-based approach in which competencies for successful performance of each task are identified. On the other hand, in a skill-based approach, there is a set of common “Knowledge, Skills and Abilities” which can be applied across different jobs.

Nevertheless, the present era is marked by volatility and speedy changes. The environment, business strategies and organizational structures are changing in a pace which is faster than the workforce can respond. Accordingly, the jobs / tasks of a worker are becoming more fluid than ever before: tasks that an individual is performing today may be eliminated or replaced tomorrow, thus skills that a worker possessed now may turn out to be obsolete in the near future. Therefore, some researchers suggested that a more fluid method which is more adaptable to changes than the conventional tasks/skills based approach of job analysis should be adopted. Moreover, the present project is to construct an industry-wide competency framework, considering the diverse structures (e.g. centralization vs. decentralization), products and internal processes across different banks, a more flexible basis which can be generalized to different types of bank is called for. Therefore, in order to construct a framework which is adaptable and can stand with frequent changes in the work environment, as opposed to task-based or skill-based classification adopted in the traditional job analysis, the present study will first outline the major functional areas of the retail banking sector. Competencies needed to perform each of the functional areas successfully will be identified at the subsequent stages. Functional areas, defined as the major activities performed by a bank, is generic and are not bounded by existing structures, it can largely enhance the applicability to different banks and is furnished with a forward looking perspective.

The PEST scan has identified the future thrusts of retail banking sector which imply on the major functions that the sector will be performing. On top of that, after a series of consultation and benchmarking, the 10 core functional areas are identified based on the following principles:

- Significance to the business or operational functions of a retail bank
- Frequency of performing the functions
- Applicability to core job families of retail banking
- Importance to the continuous development of Hong Kong as an International Financial Center
- Compatibility to the SCS framework of other industries hence to facilitate cross industry mobility and benchmarking

## Major Functional Areas

The major functional areas introduced in the following section covers the core business and operation functions in the Retail Banking sector. They can be generally grouped under the four pillars exhibited below based on the nature of their individual function:

- A. Service Delivery Channel;
- B. Internal Management;
- C. Product Design and Architecture; and
- D. Business Acquisition and Customer Relationship Management

At the present stage, the major functional areas are not aiming at an exhaustive inclusion of all job related capabilities required of the banking practitioners, rather, the major functional areas are intended to cover only the core retail banking activities and defined broadly in general terms which serve as a basis for further expansion into a functional matrix at the later stages of the project. Detailed competencies can be found in the functional matrix developed later.

Cascaded from the above four dimensions, ten functional areas have been identified in Retail Banking sector, namely:

- (1) Retail Banking Service Delivery;
- (2) Retail Banking Operations and Support;
- (3) Credit Management;
- (4) Compliance and Risk Management;
- (5) Technology Management;
- (6) Product Development and Brand Marketing;
- (7) Quality Management;
- (8) Sales and Relationship Management;
- (9) Strategic Business Development & General Management; and
- (10) Other Generic Functional Areas.

Figure 1 shows the functional mapping of the Retail Banking sector in Hong Kong. The definition and scope of each of the functional areas are listed below:

1. **Retail Banking Service Delivery:** This functional area refers to the provision of financial services to individual, small business and other organizational customers (e.g. non-profit NGOs) in order to satisfy their financial needs through different channels. It is defined as the activities involved in the processing of different types of retail banking transactions and rendering related banking services for customers by conforming to the guidelines of the bank with sound product

knowledge and business sense. It includes personal financial planning, deposit product and service delivery, loans product and services delivery, investment service delivery, transactional banking service delivery and treasury product and general services delivery.

2. **Retail Banking Operations and Support:** It refers to the provision of back-office operational services and fulfillment for retail banking business units in order to support them to deliver quality services to customers. It also entails supporting services offered to internal divisions through various deposit, finance, investment and other general retail banking products so as to assist them to complete the banking transactions requested by customers. Examples of this functional area include deposit and loans processing, contingent account processing, electronic fund transfer, remittance reconciliation, digital banking back office support, card products operational support and correspondence management etc.
3. **Credit Management:** This functional area encompasses retail credit strategy formulation, credit policy establishment and execution, and credit risk management of retail banking at the more sophisticated decision level while the acts of gathering, preparing and analyzing all types of retail credit information for approval, renewal and extension to ensure loan exposure is adhered to the bank's credit guidelines are also included in the day to day operation level of activities. It generally covers the functions involved in determining the degree of risk involved in lending and other credit business, administering retail banking credit-granting process; providing credit training, supplying collateral valuation services, managing loan portfolio and processing customer credit application by adopting the fundamental credit concept and lending principle.
4. **Compliance & Risk Management:** By observing the Banking Ordinance and other legal and statutory requirements including global trend and local practices, it ranges from the initiatives of banks in formulating internal policies to ensure banks' activities are in compliance with the regulations at the decision making level to the acts of conforming to the internal rules and standard operation procedures at the working level. It also involves the undertaking of assessing the different types of prospective risk such as operational risk, reputation risk, market risk...etc. and reacting in a sensible manner. Other activities of this functional area include managing crisis, making judgment and decision when crisis breaks out, etc. The functional area covers comprehensive statutory requirements ranging from individual behavior up to bank policy level.
5. **Technology Management:** With an aim to improve sales and service productivity; raise channel efficiency; alert cyber security risks; facilitate customer acquisition and retention; as well as develop innovative products to ensure quality service delivery, this functional area refers to the operation, security and control of hi-tech equipment or system to complete job requirements in a safe, smooth and effective manner. This involves designing new service delivery approaches and

operation modes after understanding the technological needs and regulatory requirements, knowledge of state-of-the-art technology development and the ability to apply the technological tools to daily work. The latest development in Fintech and digital banking will also be covered by this functional area.

- 6. Product Development and Brand Marketing:** It refers to activities related to the building of the branding or corporate image of a bank and the development of products based on the needs of bank customers. It entails the initiatives to persuade customers to develop a mindset and behavioral tendency which is in favor of the bank through different kinds of marketing and communications activities. It covers product market research and feasibility study, product design and architecture, product pricing and cost planning, and product development management. In addition, it also involves the application of knowledge in customer behavior and marketing principles to implement marketing strategy, monitor marketing communication, develop marketing positioning for different customer segments, initiate advertising and promotion activities.
- 7. Quality Management:** This includes the activities which are directed to ensure banking products and services provided can meet the needs and expectations of different stakeholders. The functional area is to endeavor a continuous improvement in all aspects of process conducted in the bank ranging from strategic planning, product feature design, service delivery approach, and operation mode hence to develop both internal and external customer satisfaction and loyalty. It covers the formulation of quality control policies; designing quality measurement system; capturing customer experience; and developing and installing the quality assurance procedures for retail banking. It also refers to process re-engineering initiatives which are aimed at reducing wastage and marinating efficiency.
- 8. Sales & Relationship Management:** With a customer-centric aspiration, this functional area represents the deeds of introducing, demonstrating, recommending, promoting and cross-selling all retail banking and other related services and products to meet customer needs via different channels. It also refers to the systems and processes to help customers actively or meet customer's demand for the sake of gaining their satisfaction. This involves discerning the needs of customers, developing solutions and evaluating alternatives and hence recommending best suited response in meeting customers' appeal. Long term relationship management also falls into this category of functional area.
- 9. Strategic Business Development and General Management:** This functional area refers to the initiatives to keep up with the local and global economic development, especially the movements in China so as to identify development potential for the bank. It involves

entrepreneurial acumen and aspiration to cultivate new business beyond the local geographic boundary hence to practically develop business vision, formulate strategies exclusively for retailing banking or translate bank-wide strategies into appropriate tactics for the retail banking business. It also entails the integrated effort of other supporting functions such as Human Resources Management, Financial Management, Facility Management and Corporate Social Responsibility Fulfillment, etc in making sound strategic responses that helps execute the business plan to deliver the long term development initiatives of the bank.

10. **Core Generic Competencies:** It refers to the activities that are common and can be applied to all other functional areas, i.e. stakeholders of different roles have to possess these capabilities in order to carry out their functions at a quality standard. This includes Integrity and Professional Ethics, Customer Orientation, Talent Development, Enthusiasm to Continuous Learning, Business acumen, Empathetic Relationship Management, Change Management, People Management, Resource Management, Project and Program Management, .etc.



**BUSINESS ACQUISITION & CUSTOMER RELATIONSHIP MANAGEMENT**

**SERVICE DELIVERY CHANNELS**



**PRODUCT DESIGN & ARCHITECTURE**

**INTERNAL MANAGEMENT**

Figure 1. Functional Map of Retail Banking Sector

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 1. Competency Matrix of Retail Banking Service Delivery |  |  |   |   |   |
|---|--|--|---|---|---|
| QF Level  | 1.1 Delivery of Branch and Account Services  | 1.2 Delivery of Secured and Unsecured Loans Products Services  | 1.3 Delivery of Wealth Management Services  | 1.4 Delivery of Card Product Related Services                       | 1.5 Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)           |
| 7   |  |  |   |   |   |
| 6   |  |  |   |   | Develop strategies, policies and processes for the services of digital banking channels<br>New<br>4 Credits |
| 5   | Design service delivery activities for branch<br>BRSDSB501A<br>4 Credits               | Provide consultative advice to customers on loan product alternatives and related credit risk<br>BRSDSL501A<br>4 Credits | Provide investment, insurance or saving options to customers<br>BRSDSW501A<br>4 Credits | Conduct review on existing card products<br>BRSDSC501A<br>4 Credits | Design services and activities in call center<br>BRSDSO501A<br>4 Credits                                    |
|   | Establish service standards of bank branch counter services<br>BRSDSB502A<br>4 Credits |  |   | Recruit credit card merchant members<br>BRSDSC502A<br>4 Credits     | Design services and activities in phone banking<br>BRSDSO502A<br>4 Credits                                  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |   |   |   |  |
|---|---|---|---|---|--|
| 5 |   |   |   | Manage credit card merchants<br><br>BRSDSC402A<br>4 Credits   | Design services and activities in digital banking and e-commerce<br><br>BRSDSO503A<br>4 Credits                          |
|   |   |   |   |   | Design services and activities offered through automatic banking machines<br><br>BRSDSO504A<br>4 Credits                 |
|   |   |   |   |   | Design services and activities offered through direct sales via mail and electronic means<br><br>BRSDSO505A<br>4 Credits |
| 4 | Oversee frontline branch service delivery<br><br>BRSDSB401A<br>3 Credits  | Understand customers needs in loan financing<br><br>BRSDSL401A<br>3 Credits           | Conduct financial planning assessment for customers<br><br>BRSDSW401A<br>3 Credits      | Promote card products and/or special features of credit cards to customers<br><br>BRSDSC401A<br>3 Credits | Oversee call center service delivery<br><br>BRSDSO401A<br>3 Credits  |
|   | Handle issues of frontline branch services<br><br>BRSDSB402A<br>3 Credits | Gain customer's committment on terms of loan agreement<br><br>BRSDSL402A<br>3 Credits | Conduct regular review on customer's financial portfolio<br><br>BRSDSW402A<br>3 Credits |   | Oversee digital banking service delivery<br><br>BRSDSO403A<br>3 Credits  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |   |   |  |
|---|--|--|---|---|--|
| 4 | <p>Arrange products and services promotion in branch</p> <p>BRSDSB404A</p> <p>3 Credits</p>  | <p>Oversee the loan application processes</p> <p>New</p> <p>3 Credits</p>        | <p>Handle applications of investment and investment linked insurance products</p> <p>New</p> <p>3 Credits</p> |   | <p>Oversee the direct sales service delivery</p> <p>BRSDSO405A</p> <p>3 Credits</p>  |
|   |  | <p>Conduct assessment on loan application</p> <p>BRSDSL502A</p> <p>3 Credits</p> |   |   | <p>Manage the performance of ATM services</p> <p>BRSDSO303A</p> <p>3 Credits</p>   |
|   |  |  |   |   | <p>Manage performance of vendors to ensure quality service is provided to customers</p> <p>BRSDSO404A</p> <p>3 Credits</p> |
| 3 | <p>Handle customer's enquiries in relation to account services and services offered via digital banking platforms</p> <p>BRSDSD301A</p> <p>3 Credits</p> |  |   | <p>Handle applications of credit / debit cards for customers</p> <p>BRSDSC301A</p> <p>3 Credits</p> | <p>Perform frontline phone banking activities</p> <p>BRSDSO302A</p> <p>3 Credits</p>                                       |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |   |  |  |
|---|--|--|---|--|--|
| 3 | Open bank accounts for customers<br><br>BRSDSD302A<br>3 Credits                                  |  | Handle applications of general insurance and saving products<br><br>BRSDSW301A<br>3 Credits |  |  |
|   | Maintain and terminate bank accounts for customers<br><br>New<br>3 Credits                       |  |   |  |  |
|   | Process accounts transactions for customers<br><br>BRSDSD303A<br>3 Credits                       |  |   |  |  |
|   | Process interbank and foreign exchange transactions for customers<br><br>BRSDSD304A<br>3 Credits |  |   |  |  |
|   | Handle remittance transactions<br><br>BROSOD304A<br>3 Credits                                    |  |   |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 3 | Provide counter services in bank branches<br><br>BRSDSB302A<br>3 Credits   |  |  |  |  |
|   | Perform cross-selling over counter to help promote bank products and services in branches<br><br>BRSDSB303A<br>3 Credits |  |  |  |  |
| 2 |  |  |  |  |  |
| 1 |  |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 1. Retail Banking Service Delivery

| QF Level   | Function / Competency   | UoC Code                                       | Credit     | Page |    |
|--|---|--|------------|------|----|
| Level 6  | <b>Delivery of services in Other Channels (e.g.e-banking, ATM and call centre)</b>            |  | 4          |      |    |
|  | Develop strategies, policies and processes for the services of digital banking channels       | New  | 4          | 77   |    |
| Level 5  | <b>Delivery of Branch and Account Services</b>  |  |            |      |    |
|  | Design service delivery activities for branch   | BRSDSB501A                                     | 4          | 49   |    |
|  | Establish service standards of bank branch counter services                                   | BRSDSB502A                                     | 4          | 50   |    |
|  | <b>Delivery of Secured and Unsecured Loans Products Services</b>                              |  |            |      |    |
|  | Provide consultative advice to customers on loan product alternatives and related credit risk | BRSDSL501A                                     | 4          | 62   |    |
|  | <b>Delivery of Wealth Management Services</b>   |  |            |      |    |
|  | Provide investment, insurance or saving options to customers                                  | BRSDSW501A                                     | 4          | 67   |    |
|  | <b>Delivery of Card Product Related Services</b>  |  |            |      |    |
|  | Conduct review on existing card products  | BRSDSC501A                                     | 4          | 72   |    |
|  | Recruit credit card merchant members  | BRSDSC502A                                     | 4          | 73   |    |
|  | Manage credit card merchants  | BRSDSC402A                                     | 4          | 74   |    |
|  | <b>Delivery of services in Other Channels (e.g.e-banking, ATM and call centre)</b>            |  |            |      |    |
|  | Design services and activities in call center   | BRSDSO501A                                     | 4          | 78   |    |
|  | Design services and activities in phone banking   | BRSDSO501A                                     | 4          | 79   |    |
|  | Design services and activities in digital banking and e-commerce                              | BRSDSO503A                                     | 4          | 80   |    |
|  | Design services and activities offered through automatic banking machines                     | BRSDSO504A                                     | 4          | 81   |    |
|  | Design services and activities offered through direct sales via mail and electronic means     | BRSDSO505A                                     | 4          | 82   |    |
|  | Level 4   | <b>Delivery of Branch and Account Services</b> |            |      |    |
|  |   | Oversee frontline branch service delivery      | BRSDSB401A | 3    | 51 |
| Handle issues of frontline branch services                       |   | BRSDSB402A                                     | 3          | 52   |    |
| Arrange products and services promotion in branch                |   | BRSDSB404A                                     | 3          | 53   |    |
| <b>Delivery of Secured and Unsecured Loans Products Services</b> |   |  |            |      |    |
| Understand customers needs in loan financing                     |   | BRSDSL401A                                     | 3          | 63   |    |
| Gain customer's commitment on terms of loan agreement            |   | BRSDSL402A                                     | 3          | 64   |    |
| Oversee the loan application processes                           |   | New  | 3          | 65   |    |
| Conduct assessment on loan application                           |   | BRSDSL502A                                     | 3          | 66   |    |
| <b>Delivery of Wealth Management Services</b>                    |   |  |            |      |    |
| Conduct financial planning assessment for customers              |   | BRSDSW401A                                     | 3          | 68   |    |
| Conduct regular review on customer's financial portfolio         |   | BRSDSW402A                                     | 3          | 69   |    |

|         |  |            |   |    |
|---------|--|------------|---|----|
| Level 4 | Handle applications of investment and investment linked insurance products                                     | New        | 3 | 70 |
|         | <b>Delivery of Card Product Related Services</b>   |            |   |    |
|         | Promote card products and/or special features of credit cards to customers                                     | BRSDSC401A | 3 | 75 |
|         | <b>Delivery of services in Other Channels (e.g.e-banking, ATM and call centre)</b>                             |            |   |    |
|         | Oversee call center service delivery   | BRSDSO401A | 3 | 83 |
|         | Oversee digital banking service delivery   | BRSDSO403A | 3 | 84 |
|         | Oversee the direct sales service delivery  | BRSDSO405A | 3 | 85 |
|         | Manage the performance of ATM services   | BRSDSO303A | 3 | 86 |
|         | Manage performance of vendors to ensure quality service is provided to customers                               | BRSDSO404A | 3 | 87 |
| Level 3 | <b>Delivery of Branch and Account Services</b>   |            |   |    |
|         | Handle customer's enquiries in relation to account services and services offered via digital banking platforms | BRSDSD301A | 3 | 54 |
|         | Open bank accounts for customers   | BRSDSD302A | 3 | 55 |
|         | Maintain and terminate bank accounts for customers   | New        | 3 | 56 |
|         | Process accounts transactions for customers  | BRSDSD303A | 3 | 57 |
|         | Process interbank and foreign exchange transactions for customers  | BRSDSD304A | 3 | 58 |
|         | Handle remittance transactions   | BRSDSD304A | 3 | 59 |
|         | Provide counter services in bank branches  | BRSDSB302A | 3 | 60 |
|         | Perform cross-selling over counter to help promote bank products and services in branches                      | BRSDSB303A | 3 | 61 |
|         | <b>Delivery of Wealth Management Services</b>  |            |   |    |
|         | Handle applications of general insurance and saving products   | BRSDSW301A | 3 | 71 |
|         | <b>Delivery of Card Product Related Services</b>   |            |   |    |
|         | Handle applications of credit / debit cards for customers  | BRSDSC301A | 3 | 76 |
|         | <b>Delivery of services in Other Channels (e.g.e-banking, ATM and call centre)</b>                             |            |   |    |
|         | Perform frontline phone banking activities   | BRSDSO302A | 3 | 88 |



## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Design service delivery activities for branch   |   |
| 2  | <b>Code</b>                | BRSDSB501A  |   |
| 3  | <b>Range</b>               | Design the procedures of frontline service delivery in branch   |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Analyze requirements in service delivery  | Be able to: <ul style="list-style-type: none"> <li>Analyze policies and goals in sales and services delivery to design procedures in service delivery which can align with the bank's strategies</li> <li>Analyze the operations of the branch and types of products/services offered in order to design the procedures in service delivery</li> <li>Analyze the needs of customers on branch services in order to design the procedures</li> </ul>   |
|  |                            | 6.2 Design procedures of service delivery in branch   | Be able to: <ul style="list-style-type: none"> <li>Develop and review guidelines and procedures for delivery of quality services in an efficient manner</li> <li>Design mechanism in tracking performance of service delivery in branch</li> <li>Identify improvement areas on service delivery in branch and devise corresponding improvement plans</li> <li>Design assessment tools to review regularly how customers benefit from the services provided by the bank and how well the bank's service systems can address their needs</li> </ul>   |
|  |                            | 6.3 Cooperate with other business and operation units for service delivery at branches  | Be able to: <ul style="list-style-type: none"> <li>Cooperate with different business and operation units in product development and work with IT department on system design and enhancement which will affect the delivery procedures</li> <li>Cooperate with different business and operation units in formulating the procedures of sales and service delivery activities in branches</li> </ul>   |
|  |                            | 6.4 Exhibit professionalism in developing measures to ensure quality of customer services throughout the selling process  | Be able to: <ul style="list-style-type: none"> <li>Establish standards of customer service quality in different selling stage and scenarios to ensure customer interest is always treated as highest priority</li> <li>Design processes and service standards to ensure bank requisite customer service is delivered in proper manner</li> <li>Develop customer service strategies for targeted customers which can address customer needs and take full advantage of new business opportunities at the same time</li> <li>Design service improvement programs for different sales channels which are essential for customer acquisition and retention</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Design on the procedures on service delivery after analyzing the bank's strategies, operations of branches and needs of customers</li> <li>Design measures to ensure the quality of services during the entire selling processes. The design should be based on the analysis on the characteristics of different customers segments and their requirements</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |   |   |   |
|--|----------------------------|---|---|---|
| 1  | <b>Title</b>               | Establish service standards of bank branch counter services   |   |   |
| 2  | <b>Code</b>                | BRSDSB502A  |   |   |
| 3  | <b>Range</b>               | Establish service standards for monitoring the delivery of frontline branch services in retail banking including the handling of customer account transactions, explaining product features to them and answering their inquiries regarding retail banking product and services |   |   |
| 4  | <b>Level</b>               | 5   |   |   |
| 5  | <b>Credit</b>              | 4   |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|  |                            | 6.1   | Analyze branch counter services                 | Be able to: <ul style="list-style-type: none"> <li>Analyze customer profiles and their financial needs in order to determine the level of service standards</li> <li>Analyze existing performance parameters on counter services to ensure standards set are reasonable and achievable</li> </ul>                 |
|  |                            | 6.2   | Establish standards of counter service delivery | Be able to: <ul style="list-style-type: none"> <li>Establish service standards in handling different kinds of transactions in accordance with unique environment of each individual branch</li> <li>Review the standards set to ensure they will not hamper efficiency and quality of counter services</li> </ul> |
|  |                            | 6.3   | Demonstrate professionalism                     | Be able to: <ul style="list-style-type: none"> <li>Develop high standards of service to ensure greatest effort of staff is contributed towards to positive customer experience</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulation of service standards on counter services according to the analysis on relevant customer information and existing service level  |   |   |
| 8  | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Branch and Account Services</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Oversee frontline branch service delivery   |   |
| <b>2</b>  | <b>Code</b>                | BRSDSB401A  |   |
| <b>3</b>  | <b>Range</b>               | Monitoring the delivery of front line branch services in retail banking   |   |
| <b>4</b>  | <b>Level</b>               | 4   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1   | Understand requirements in service delivery<br><br>Be able to: <ul style="list-style-type: none"> <li>· Understand the standard operating procedures, the bank's guidelines and quality requirements of different service delivery provided by branches</li> <li>· Understand regulatory requirements on branch services in order to ensure compliance with laws and regulations when delivering services</li> </ul>  |
|   |                            | 6.2   | Oversee frontline branch service delivery in accordance with guidance set by the bank<br><br>Be able to: <ul style="list-style-type: none"> <li>· Monitor frontline branch services to detect any non-compliance with the bank's policies and other regulatory requirements</li> <li>· Monitor frontline branch services to detect irregularities and carry out remedial actions to ensure smooth operation and efficient customer service delivery</li> <li>· Monitor the security or monetary documents (e.g. T-chques, cashiers orders, draft, etc.) and cash flow</li> </ul>  |
|   |                            | 6.3   | Monitor staff to promote products and services over bank branch counters in professional manner<br><br>Be able to: <ul style="list-style-type: none"> <li>· Set appropriate sales or other business targets on promotional items of products and services for counter staff and monitor the progress</li> <li>· Monitor performance of counter staff ; train counter staff to link features of the promotional items of products and services with specific customer needs</li> <li>· Guide staff to demonstrate professionalism when promoting products and services of the bank to customers over counters</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:  |   |
|   |                            | (i) Monitoring of services delivery activities of branches; identifying irregularities and carrying out suitable actions to ensure the smooth operations                                |   |
|   |                            | (ii) Branch personnel are able to promote products and services of the bank to customers over counters and refer customers to relevant business and/or operation units when appropriate |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Branch and Account Services</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Handle issues of frontline branch services   |  |
| <b>2</b>  | <b>Code</b>                | BRSDSB402A   |  |
| <b>3</b>  | <b>Range</b>               | Handle problems related to frontline service delivery of bank branches   |  |
| <b>4</b>  | <b>Level</b>               | 4  |  |
| <b>5</b>  | <b>Credit</b>              | 3  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1  | Understand daily operations<br>Be able to:<br>· Understand the types of products and services offered by the branch in order to ensure a smooth operation<br>· Understand operational procedures of the branch and other regulatory requirements in order to identify potential problems   |
|   |                            | 6.2  | Resolve problems occurred in frontline branch services<br>Be able to:<br>· Identify any deviance from the bank's guidelines and regulatory requirements and carry out remedial measures<br>· Resolve problems in frontline branch services and make necessary adjustments (e.g. liaise with other branches for handling customers' requests on exchanging large amount of foreign currencies)<br>· Manage and safe keep cash flow (i.e. local and foreign currencies) of the branch and carry out actions to maintain a sufficient pool of cash holding for satisfying customers' demands when necessary<br>· Identify potential risks and provide advice to ensure safekeeping of the bank's assets, e.g. frontline platforms, custody of loan collateral, security documents (e.g. draft, T-cheques, e-cheques, etc.)<br>· Identify deviances from the bank's guidelines in customer services<br>· Observe service performance of coworkers; identify unsatisfactory performance and provide stimulating feedback for their improvement<br>· Provide assistance to frontline employees who are having problems with customers and resolve their argument |
|   |                            | 6.3  | Demonstrate professionalism in resolving problems at branches<br>Be able to:<br>· Take steps to constantly observe and review the most recent development in banking operations environment, privacy and security protection of customers, and explore grounds for improving branch operations process standards   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Complying different operational procedures of the branch and ensure they are in compliance with the bank's standards and other regulatory requirements<br>(ii) Resolving problems in maintaining customer relationship and ensure adherence to the bank's guidelines |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Branch and Account Services</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Arrange products and services promotion in branch  |   |
| <b>2</b>  | <b>Code</b>                | BRSDSB404A   |   |
| <b>3</b>  | <b>Range</b>               | Arrange promotional activities in branch. This applies to different kinds of promotional activities within a branch context and different kinds of products and services.  |   |
| <b>4</b>  | <b>Level</b>               | 4  |   |
| <b>5</b>  | <b>Credit</b>              | 3  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Identify suitable kinds of promotional activities  | Be able to: <ul style="list-style-type: none"> <li>· Understand the types of products and services offered by the branch in order to facilitate and arrange the promotion</li> <li>· Understand the sales plan of the branch, including the objectives, targets, resources and major approaches, etc. in order to arrange suitable promotional activities</li> <li>· Understand the characteristics of different promotional methods in order to identify suitable activities for the sales plan of the branch</li> </ul>   |
|   |                            | 6.2 Coordinate products and services promotion activities in branches  | Be able to: <ul style="list-style-type: none"> <li>· Liaise with product development teams and sales teams to identify suitable promotional activities carried out in the branch</li> <li>· Prepare the activity plan and ensure adequate and appropriate promotional materials are displayed and distributed</li> <li>· Monitor the operation of promotional activities; identify potential problems and carry out remedial actions when necessary</li> <li>· Prepare reference information to instruct branch personnel to introduce the needs matching features of the promoted items of products and services to customers</li> </ul> |
|   |                            | 6.3 Monitor sales ethics in branches   | Be able to: <ul style="list-style-type: none"> <li>· Ensure branch personnel provides accurate products information to customers</li> <li>· Monitor ethical standards of branch personnel and ensure needs matching products or services are recommended to customers</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Conducting promotional activities in branch and providing suitable resources to facilitate the activity. Moreover, suitable remedial actions are executed to ensure a smooth operation when necessary</li> <li>(ii) Ensure accurate and adequate information are provided to customers during the promotion</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Handle customer's enquiries in relation to account services and services offered via digital banking platforms  |   |
| 2  | <b>Code</b>                | BRSDSD301A  |   |
| 3  | <b>Range</b>               | Service delivery of all kinds of customer requests related to account services (e.g. deposit, withdrawal, remittance, cheques) through direct sales, over counter at branch and/or phone banking in retail banking  |   |
| 4  | <b>Level</b>               | 3   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Understand accounts services of the bank  | Be able to: <ul style="list-style-type: none"> <li>· Understand the different types of bank accounts and their services</li> <li>· Understand the procedures on executing different account services in order to answer customers' enquiries independently</li> <li>· Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul>  |
|  |                            | 6.2 Handle customer's enquiries in regards to different kinds of account services   | Be able to: <ul style="list-style-type: none"> <li>· Answer customers' enquiries related to features, process and other details of various kinds of account services</li> <li>· Explain procedures to customers and advise on conditions or terms which require special attention</li> <li>· Make recommendations on feasible options according to identified needs of customers</li> </ul>   |
|  |                            | 6.3 Provide advice to customers on using digital banking functions and services of compliment channels  | Be able to: <ul style="list-style-type: none"> <li>· Provide feedback to customers and provide alternative channels of branch services offering</li> <li>· Offer assistance to customers on how to use digital banking functions on different on-line platforms</li> <li>· Promote services rendered at various channels with an aim to reduce brance traffic, improve service efficiency and provide better customer experience</li> </ul> |
|  |                            | 6.4 Refer customers to related business unit(s)   | Be able to: <ul style="list-style-type: none"> <li>· Refer customers to related business units when the scope of enquiry is beyond deposit and saving products</li> <li>· Explain to customer why it is more appropriate to have another business unit(s) to handle his/her enquiry</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Accurate information is provided to customers in response to their enquiries on particular kinds of account services in a professional manner</li> <li>(ii) Feasible options on different kinds of account services can be provided to customers for consideration</li> <li>(iii) Operation procedures, functions, usage, features and advantages of using different digital platforms are well explained to customers</li> <li>(iv) Customers are informed of the reasons why referral to another business unit(s) of the bank is required when necessary</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Open bank accounts for customers   |   |
| 2  | <b>Code</b>                | BRSDSD302A   |   |
| 3  | <b>Range</b>               | Conduct account opening process. This applies to different types of banking accounts such as ordinary checking account, savings deposit, time deposit and other deposit account of foreign currencies through direct sales, over counter at branch and/or phone banking in retail banking                                    |   |
| 4  | <b>Level</b>               | 3  |   |
| 5  | <b>Credit</b>              | 3  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Understand account services of the bank  | Be able to: <ul style="list-style-type: none"> <li>· Understand the different types of bank accounts and their services</li> <li>· Understand the bank's procedures on opening customer's accounts in order to execute the task independently</li> <li>· Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul>   |
|  |                            | 6.2 Open accounts for customers  | Be able to: <ul style="list-style-type: none"> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening of different types of deposit accounts</li> <li>· Pass information to internal units, ensure accurate data input and act as a reference point between the processing units and customers</li> <li>· Follow up status of account opening and notify customers the underlying reasons for failure of applications when necessary</li> <li>· Advise customers the draft / cheque collection process, thus the hold fund period, should the initial deposit be a bank draft / foreign currency cheque which is drawn outside Hong Kong</li> </ul> |
|  |                            | 6.3 Demonstrate professionalism  | Be able to: <ul style="list-style-type: none"> <li>· Work at full capacity in the process of handling account opening process in order to ensure all legal and compliance requirements are fully met while customers' interest is protected</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All new accounts are opened with relevant supporting documents and proper procedures</li> <li>(ii) Regulatory and compliance requirements of account opening are fully met while interest of customers is protected</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |   |   |     |   |   |     |                                 |   |     |   |  |
|--|---|---|-----|---|---|-----|---------------------------------|---|-----|---|--|
| 1  | <b>Title</b>  | Maintain and terminate bank accounts for customers  |     |   |   |     |                                 |   |     |   |  |
| 2  | <b>Code</b>   | TBD   |     |   |   |     |                                 |   |     |   |  |
| 3  | <b>Range</b>  | Conduct account maintenance and termination. This applies to different types of banking accounts such as ordinary checking account, savings deposit, time deposit and other deposit account of foreign currencies through direct sales, over counter at branch and/or phone banking in retail banking   |     |   |   |     |                                 |   |     |   |  |
| 4  | <b>Level</b>  | 3   |     |   |   |     |                                 |   |     |   |  |
| 5  | <b>Credit</b>   | 3   |     |   |   |     |                                 |   |     |   |  |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand account services of the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the different types of bank accounts and their services</li> <li>· Understand the bank's procedures on maintaining and terminating customer's accounts in order to execute the task independently</li> <li>· Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Maintain accounts for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Maintain record of accounts information in proper ways</li> <li>· Advise customers to submit required documentation for renewal of different types of deposit accounts and complying with banking regulations (e.g. KYC)</li> <li>· Process customer and account information updating procedures regularly or when account holder's data is changed</li> <li>· Review customers account based on KYC, Customer Due Diligence, Financial Crime Compliance requirements and provide recommendations for approval or rejection</li> <li>· Ask appropriate questions to understand why customers would like to cancel the account and propose alternative solutions, if necessary</li> <li>· Execute the procedures in accounts termination according to the bank's stated guidelines</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Execute account maintenance and termination transactions in professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Execute standard practices adhere to legal, regulatory and ethical requirements to maintain and terminate accounts for customers</li> <li>· Take necessary actions to review customer needs with an aim to provide value added service when performing account maintenance transactions</li> <li>· Take steps to protect the bank's interest while reviewing and terminating customer accounts</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand account services of the bank | Be able to: <ul style="list-style-type: none"> <li>· Understand the different types of bank accounts and their services</li> <li>· Understand the bank's procedures on maintaining and terminating customer's accounts in order to execute the task independently</li> <li>· Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul> | 6.2 | Maintain accounts for customers | Be able to: <ul style="list-style-type: none"> <li>· Maintain record of accounts information in proper ways</li> <li>· Advise customers to submit required documentation for renewal of different types of deposit accounts and complying with banking regulations (e.g. KYC)</li> <li>· Process customer and account information updating procedures regularly or when account holder's data is changed</li> <li>· Review customers account based on KYC, Customer Due Diligence, Financial Crime Compliance requirements and provide recommendations for approval or rejection</li> <li>· Ask appropriate questions to understand why customers would like to cancel the account and propose alternative solutions, if necessary</li> <li>· Execute the procedures in accounts termination according to the bank's stated guidelines</li> </ul> | 6.3 | Execute account maintenance and termination transactions in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Execute standard practices adhere to legal, regulatory and ethical requirements to maintain and terminate accounts for customers</li> <li>· Take necessary actions to review customer needs with an aim to provide value added service when performing account maintenance transactions</li> <li>· Take steps to protect the bank's interest while reviewing and terminating customer accounts</li> </ul> |
| 6.1  | Understand account services of the bank   | Be able to: <ul style="list-style-type: none"> <li>· Understand the different types of bank accounts and their services</li> <li>· Understand the bank's procedures on maintaining and terminating customer's accounts in order to execute the task independently</li> <li>· Understand the relevant regulations and code of conduct regarding different services of banks (e.g. security, insurance, MPF) to prevent breaching of law</li> </ul>   |     |   |   |     |                                 |   |     |   |  |
| 6.2  | Maintain accounts for customers   | Be able to: <ul style="list-style-type: none"> <li>· Maintain record of accounts information in proper ways</li> <li>· Advise customers to submit required documentation for renewal of different types of deposit accounts and complying with banking regulations (e.g. KYC)</li> <li>· Process customer and account information updating procedures regularly or when account holder's data is changed</li> <li>· Review customers account based on KYC, Customer Due Diligence, Financial Crime Compliance requirements and provide recommendations for approval or rejection</li> <li>· Ask appropriate questions to understand why customers would like to cancel the account and propose alternative solutions, if necessary</li> <li>· Execute the procedures in accounts termination according to the bank's stated guidelines</li> </ul>   |     |   |   |     |                                 |   |     |   |  |
| 6.3  | Execute account maintenance and termination transactions in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Execute standard practices adhere to legal, regulatory and ethical requirements to maintain and terminate accounts for customers</li> <li>· Take necessary actions to review customer needs with an aim to provide value added service when performing account maintenance transactions</li> <li>· Take steps to protect the bank's interest while reviewing and terminating customer accounts</li> </ul>  |     |   |   |     |                                 |   |     |   |  |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Customer and account information is accurate and updated on regular basis</li> <li>(ii) All requests of accounts termination are executed according to the bank's stated guidelines</li> </ol>  |     |   |   |     |                                 |   |     |   |  |
| 8  | <b>Remarks</b>  |   |     |   |   |     |                                 |   |     |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Process accounts transactions for customers  |  |
| 2  | <b>Code</b>                | BRSDSD303A   |  |
| 3  | <b>Range</b>               | Process and manage fund flow of all kinds of accounts through direct sales, over counter at branch and/or phone banking in retail banking  |  |
| 4  | <b>Level</b>               | 3  |  |
| 5  | <b>Credit</b>              | 3  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Understand the procedures and standards in processing different kinds of transaction   | Be able to: <ul style="list-style-type: none"> <li>Understand the different types of bank accounts and their services</li> <li>Understand the bank's procedures and standards in processing transaction of different accounts services in order to execute the task and conduct checking on different information or documents independently</li> <li>Understand the relevant regulations and code of conduct in processing accounts transactions and handling customer's information</li> </ul>   |
|  |                            | 6.2 Execute deposit and withdrawal procedures  | Be able to: <ul style="list-style-type: none"> <li>Verify different types of documents which are required when carrying out different kinds of transactions in accordance to the bank's normal practice (e.g. check, withdrawal, deposit, etc.)</li> <li>Ensure authenticity of depositing cash and cheques (e.g. counterfeited notes; forged signature, etc.)</li> <li>Verify information on the cheques (e.g. identity of beneficiaries or other things related to legality of the transactions) for cheque endorsement</li> <li>Verify validity of any signatures or identification of customers for all kinds of deposit withdrawal or encashment</li> <li>Record transactions into computer and issue receipts</li> <li>Balance currency and checks, calculate daily transaction, and prepare daily control book and trial balance</li> </ul> |
|  |                            | 6.3 Manage fund flow and process remittance transaction  | Be able to: <ul style="list-style-type: none"> <li>Monitor cashing of different kinds of cheques after verifying the amounts and checking the deposit slips</li> <li>Accept deposit and withdrawal by cash or cheque or fund transfer within the bank or to other banks (e.g. remittance), in local or foreign currencies within an assigned limit after verifying information related to the transaction</li> <li>Comply to internal guidelines regarding anti-money laundering to detect any suspicious transactions and report to management promptly</li> </ul>  |
|  |                            | 6.4 Deal with banking transactions that breach general terms of bank accounts in professional manner   | Be able to: <ul style="list-style-type: none"> <li>Seek proper authorization when withdrawal of funds exceeds the limits stated in the bank's policy</li> <li>Calculate and review the amounts of interest receivable of different accounts and interest charges on overdrawn accounts</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Fund deposit, withdrawal, encashment, remittance and transfer are processed after verifying customer signature or identification</li> <li>Deposit and withdrawal in any kinds are processed after verifying information related to the transaction</li> <li>All transactions of customer accounts are processed accurately and in compliance with the bank's internal procedures and external regulations</li> <li>All over-limit or irregular transactions are processed with proper authorization</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Branch and Account Services</b> |   |   |     |   |  |     |  |  |     |  |  |
|---|---|---|-----|---|--|-----|--|--|-----|--|--|
| <b>1</b>  | <b>Title</b>  | Process interbank and foreign exchange transactions for customers   |     |   |  |     |  |  |     |  |  |
| <b>2</b>  | <b>Code</b>   | BRSDSD304A  |     |   |  |     |  |  |     |  |  |
| <b>3</b>  | <b>Range</b>  | Service delivery of account services by processing interbank transactions of both local and foreign currency accounts for customers through direct sales, over counter at branch and/or phone banking in retail banking   |     |   |  |     |  |  |     |  |  |
| <b>4</b>  | <b>Level</b>  | 3   |     |   |  |     |  |  |     |  |  |
| <b>5</b>  | <b>Credit</b>   | 3   |     |   |  |     |  |  |     |  |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand procedures on interbank account services and foreign exchange services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the bank's procedures on processing transaction of interbank account services and foreign exchange services in order to execute the task independently</li> <li>· Understand the relevant banking regulations (e.g. securities, privacy, anti-money laundering) in local and overseas jurisdictions to prevent breaching of law</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Execute standard procedures of accounts services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Handle different types of transaction in different currencies which involve exchange control or regulatory requirement and complete the related forms and registration</li> <li>· Sell or buy foreign currencies for foreign exchange accounts transactions, travelers' cheques and other transactional products</li> <li>· Handle payment of bills using deposit accounts and ensure completion of relevant documents</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Liaise with other banks to process account transactions in professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Process local or overseas fund transfers through liaison with other local and foreign banks</li> <li>· Deal with external parties based on the standard guidelines of the bank in order to protect the interest of all parties</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand procedures on interbank account services and foreign exchange services | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's procedures on processing transaction of interbank account services and foreign exchange services in order to execute the task independently</li> <li>· Understand the relevant banking regulations (e.g. securities, privacy, anti-money laundering) in local and overseas jurisdictions to prevent breaching of law</li> </ul> | 6.2 | Execute standard procedures of accounts services | Be able to: <ul style="list-style-type: none"> <li>· Handle different types of transaction in different currencies which involve exchange control or regulatory requirement and complete the related forms and registration</li> <li>· Sell or buy foreign currencies for foreign exchange accounts transactions, travelers' cheques and other transactional products</li> <li>· Handle payment of bills using deposit accounts and ensure completion of relevant documents</li> </ul> | 6.3 | Liaise with other banks to process account transactions in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Process local or overseas fund transfers through liaison with other local and foreign banks</li> <li>· Deal with external parties based on the standard guidelines of the bank in order to protect the interest of all parties</li> </ul> |
| 6.1   | Understand procedures on interbank account services and foreign exchange services | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's procedures on processing transaction of interbank account services and foreign exchange services in order to execute the task independently</li> <li>· Understand the relevant banking regulations (e.g. securities, privacy, anti-money laundering) in local and overseas jurisdictions to prevent breaching of law</li> </ul>  |     |   |  |     |  |  |     |  |  |
| 6.2   | Execute standard procedures of accounts services                                  | Be able to: <ul style="list-style-type: none"> <li>· Handle different types of transaction in different currencies which involve exchange control or regulatory requirement and complete the related forms and registration</li> <li>· Sell or buy foreign currencies for foreign exchange accounts transactions, travelers' cheques and other transactional products</li> <li>· Handle payment of bills using deposit accounts and ensure completion of relevant documents</li> </ul>  |     |   |  |     |  |  |     |  |  |
| 6.3   | Liaise with other banks to process account transactions in professional manner    | Be able to: <ul style="list-style-type: none"> <li>· Process local or overseas fund transfers through liaison with other local and foreign banks</li> <li>· Deal with external parties based on the standard guidelines of the bank in order to protect the interest of all parties</li> </ul>  |     |   |  |     |  |  |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) All interbank transactions and transactions involving foreign exchange are undertaken in compliance with the standard procedures of the bank and external regulations   |     |   |  |     |  |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |   |  |     |  |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Handle remittance transactions  |   |
| 2  | <b>Code</b>                | BROSOD304A  |   |
| 3  | <b>Range</b>               | Execution of all types of remittance transactions for the customers of retail banking   |   |
| 4  | <b>Level</b>               | 3   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Understand the procedures in remittance transactions  | Be able to: <ul style="list-style-type: none"> <li>Understand the relevant regulations and code of conduct in handling remittance transactions</li> <li>Understand the principles and procedures in remittance transactions in order to execute the tasks independently</li> </ul>  |
|  |                            | 6.2 Prepare for remittance transactions   | Be able to: <ul style="list-style-type: none"> <li>Provide necessary assistance to local as well as overseas customers and answer their enquiries</li> <li>Adhere to the legal requirements relating to remittance payment transactions and negotiable instruments involving foreign currencies</li> <li>Acquire remittance product knowledge of the bank and have a thorough understanding of the banking practice and a basic knowledge of law relating to foreign currency contracts</li> <li>Prepare for exchange control forms and correspondences</li> </ul>  |
|  |                            | 6.3 Process remittance transactions   | Be able to: <ul style="list-style-type: none"> <li>Process all remittance payment transactions or fund transfers in different means (e.g. incoming and outgoing telegraphic transfer, electronic fund transfer, cashier's checks, certified checks, etc.)</li> <li>Ensure the issue and settlement of demand drafts are in accordance with the bank's procedures</li> <li>Process and verify incoming and outgoing payment or transaction orders appropriately</li> <li>Ensure the process of local clearing and cross border settlements following the bank's standard operation procedures</li> <li>Follow up on any outstanding items and unpaid remittances properly</li> </ul> |
|  |                            | 6.4 Maintain remittance transaction records in professional manner  | Be able to: <ul style="list-style-type: none"> <li>Record and file entries of relevant remittance transactions properly</li> <li>All necessary supporting documents and vouchers related to the remittance transactions are checked and stored in accordance to the bank's standard procedures</li> <li>Update and manage relevant databases in relations to remittance</li> <li>Respect customers' privacy and take all necessary actions to safeguard their personal and account information</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>All remittance transactions and fund transfers in different means are processed properly in accordance with the bank's operational procedures</li> <li>All outstanding items and unpaid remittances are followed up on a timely basis</li> <li>Customers are advised and agreement is sought for the pricing and charges associated with the remittance transactions processed</li> <li>All relevant databases in relations to remittance are updated on a daily basis</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |  |  |   |
|--|----------------------------|--|--|---|
| 1  | <b>Title</b>               | Provide counter services in bank branches  |  |   |
| 2  | <b>Code</b>                | BRSDSB302A   |  |   |
| 3  | <b>Range</b>               | Delivery of frontline branch services including the handling of customer account transactions, explaining product features to them and answering their inquiries regarding retail banking product and services   |  |   |
| 4  | <b>Level</b>               | 3  |  |   |
| 5  | <b>Credit</b>              | 3  |  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|  |                            | 6.1  | Understand procedures in counter services  | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in delivering counter services in order to execute the tasks independently</li> <li>· Understand regulatory requirements related to counter services to prevent breaching of law</li> </ul>   |
|  |                            | 6.2  | Carry out transactions upon customers' requests  | Be able to: <ul style="list-style-type: none"> <li>· Handle requests of customers and carry out transactions accordingly</li> <li>· Carry out transactions in accordance with the bank's standards, procedures and regulatory requirements</li> <li>· Reconcile error transactions following the bank's guidelines and standard procedures</li> </ul>   |
|  |                            | 6.3  | Provide advice to customers on using digital banking functions and services of compliment channels | Be able to: <ul style="list-style-type: none"> <li>· Provide feedback to customers and provide alternative channels of branch services offering</li> <li>· Offer assistance to customers on how to use digital banking functions on different on-line platforms</li> <li>· Promote services rendered at various channels with an aim to reduce branch traffic, improve service efficiency and provide better customer experience</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Transactions processed over bank branch counter are carried out accurately in accordance with the bank's standards, procedures and external regulatory requirements</li> <li>(ii) Benefits and features of related products or services are explained to customers over counters</li> <li>(iii) Operations procedures, functions, usage, features and advantages of using different digital platforms are well explained to customers</li> </ol> |  |   |
| 8  | <b>Remarks</b>             |  |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Branch and Account Services |                            |  |   |  |
|--|----------------------------|--|---|--|
| 1  | <b>Title</b>               | Perform cross-selling over counter to help promote bank products and services in branches  |   |  |
| 2  | <b>Code</b>                | BRSDSB303A   |   |  |
| 3  | <b>Range</b>               | Cross-sell different types of products and services in branches including but not limited to all kinds of deposit, loans, mortgage, credit card, investment and insurance products and services                  |   |  |
| 4  | <b>Level</b>               | 3  |   |  |
| 5  | <b>Credit</b>              | 3  |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Understand procedures in cross selling  | Be able to: <ul style="list-style-type: none"> <li>· Understand the basic features in the bank's products in order to provide suitable information to customers</li> <li>· Understand relevant regulations and code of conduct on cross-selling in order to prevent breaching of law</li> </ul>  |
|  |                            | 6.2  | Promote products and services in branches   | Be able to: <ul style="list-style-type: none"> <li>· Distribute product information (e.g. posters and leaflets) to customers which are relevant to their financial needs</li> <li>· Follow the guidelines and apply the cross-selling techniques to introduce the benefits and features of the promotional items of products and services to customers</li> </ul>              |
|  |                            | 6.3  | Provide appropriate products and services information to customers in a professional manner | Be able to: <ul style="list-style-type: none"> <li>· Handle customers' enquiries on different products and services</li> <li>· Refer customers to relevant business or operation units as and when required</li> <li>· Maintain proper balance of interests between customers and the bank as a whole when providing products and services information to customers</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of product information to customers which can explore the opportunities in cross selling according to the bank's instructions and guidelines |   |  |
| 8  | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Secured and Unsecured Loans Products Services</b> |  |   |     |                                      |  |     |  |   |     |  |  |
|---|--|---|-----|--------------------------------------|--|-----|--|---|-----|--|--|
| <b>1</b>  | <b>Title</b>                               | Provide consultative advice to customers on loan product alternatives and related credit risk   |     |                                      |  |     |  |   |     |  |  |
| <b>2</b>  | <b>Code</b>                                | BRSDSL501A  |     |                                      |  |     |  |   |     |  |  |
| <b>3</b>  | <b>Range</b>                               | Provide professional advice on loans products and mortgage and related credit risk to phone-in, walk-in and referred new customers and existing customers through direct sales, over counter at branch and/or phone banking in retail banking   |     |                                      |  |     |  |   |     |  |  |
| <b>4</b>  | <b>Level</b>                               | 5   |     |                                      |  |     |  |   |     |  |  |
| <b>5</b>  | <b>Credit</b>                              | 4   |     |                                      |  |     |  |   |     |  |  |
| <b>6</b>  | <b>Competency</b>                          | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Analyze the needs of loan applicants</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze the loan products offered by the bank and common products in the retail banking sector in order to identify suitable solutions for loan applicants</li> <li>· Analyze the information of loan applicants and results of different assessment tests as required by the bank in order to design a solution which can satisfying their needs while provide enough protection to the bank</li> <li>· Identify customers' needs on consultancy service related to credit risk</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design proper solutions for applicants</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Identify loan products which can tailor to the financial needs of loan applicants and provide customization when necessary</li> <li>· Design interest and payment schedule after analyzing the risks of loan applicants</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Recommend the solutions to loan applicants</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Explain the benefits of the recommended solutions by comparing different types of loans, credit options and terms of services in catering the specific financial needs of applicants</li> <li>· Explain features and risk levels of different alternatives on available settlement methods and employ appropriate questioning skills to ensure they have an accurate understanding</li> <li>· Provide customers consultancy service on credit risk in accordance with their individual financial situation and risk bearing ability</li> <li>· Evaluate the situation of customers and advise them the more suitable alternatives on settlement methods in accordance with their own situation</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Analyze the needs of loan applicants | Be able to: <ul style="list-style-type: none"> <li>· Analyze the loan products offered by the bank and common products in the retail banking sector in order to identify suitable solutions for loan applicants</li> <li>· Analyze the information of loan applicants and results of different assessment tests as required by the bank in order to design a solution which can satisfying their needs while provide enough protection to the bank</li> <li>· Identify customers' needs on consultancy service related to credit risk</li> </ul> | 6.2 | Design proper solutions for applicants | Be able to: <ul style="list-style-type: none"> <li>· Identify loan products which can tailor to the financial needs of loan applicants and provide customization when necessary</li> <li>· Design interest and payment schedule after analyzing the risks of loan applicants</li> </ul> | 6.3 | Recommend the solutions to loan applicants | Be able to: <ul style="list-style-type: none"> <li>· Explain the benefits of the recommended solutions by comparing different types of loans, credit options and terms of services in catering the specific financial needs of applicants</li> <li>· Explain features and risk levels of different alternatives on available settlement methods and employ appropriate questioning skills to ensure they have an accurate understanding</li> <li>· Provide customers consultancy service on credit risk in accordance with their individual financial situation and risk bearing ability</li> <li>· Evaluate the situation of customers and advise them the more suitable alternatives on settlement methods in accordance with their own situation</li> </ul> |
| 6.1   | Analyze the needs of loan applicants       | Be able to: <ul style="list-style-type: none"> <li>· Analyze the loan products offered by the bank and common products in the retail banking sector in order to identify suitable solutions for loan applicants</li> <li>· Analyze the information of loan applicants and results of different assessment tests as required by the bank in order to design a solution which can satisfying their needs while provide enough protection to the bank</li> <li>· Identify customers' needs on consultancy service related to credit risk</li> </ul>  |     |                                      |  |     |  |   |     |  |  |
| 6.2   | Design proper solutions for applicants     | Be able to: <ul style="list-style-type: none"> <li>· Identify loan products which can tailor to the financial needs of loan applicants and provide customization when necessary</li> <li>· Design interest and payment schedule after analyzing the risks of loan applicants</li> </ul>   |     |                                      |  |     |  |   |     |  |  |
| 6.3   | Recommend the solutions to loan applicants | Be able to: <ul style="list-style-type: none"> <li>· Explain the benefits of the recommended solutions by comparing different types of loans, credit options and terms of services in catering the specific financial needs of applicants</li> <li>· Explain features and risk levels of different alternatives on available settlement methods and employ appropriate questioning skills to ensure they have an accurate understanding</li> <li>· Provide customers consultancy service on credit risk in accordance with their individual financial situation and risk bearing ability</li> <li>· Evaluate the situation of customers and advise them the more suitable alternatives on settlement methods in accordance with their own situation</li> </ul>  |     |                                      |  |     |  |   |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>                 | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Recommend an appropriate loan products based on the analysis of the risks and needs of loan applicants</li> <li>(ii) Provision of professional advice related to credit risks to customers in accordance with the risks associated with the products or services and knowledge of customers</li> </ol>  |     |                                      |  |     |  |   |     |  |  |
| <b>8</b>  | <b>Remarks</b>                             |   |     |                                      |  |     |  |   |     |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Secured and Unsecured Loans Products Services</b> |   |   |     |   |  |     |  |   |     |  |   |
|---|---|---|-----|---|--|-----|--|---|-----|--|---|
| <b>1</b>  | <b>Title</b>  | Understand customers needs in loan financing  |     |   |  |     |  |   |     |  |   |
| <b>2</b>  | <b>Code</b>   | BRSDSL401A  |     |   |  |     |  |   |     |  |   |
| <b>3</b>  | <b>Range</b>  | Contact phone-in, walk-in and referred new customers and existing customers to identify their financial needs on loans products and mortgage through direct sales, over counter at branch and/or phone banking in retail banking  |     |   |  |     |  |   |     |  |   |
| <b>4</b>  | <b>Level</b>  | 4   |     |   |  |     |  |   |     |  |   |
| <b>5</b>  | <b>Credit</b>                                       | 3   |     |   |  |     |  |   |     |  |   |
| <b>6</b>  | <b>Competency</b>                                   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand guidelines in identifying customer needs</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in collecting information for loan applicants and employ the appropriate communication approach based on the needs in different loan products and situations</li> <li>· Understand the bank's criteria in qualifying needs in loan products so as to conduct the assessment independently</li> <li>· Understand the relevant regulations (e.g. KYC, privacy) and code of conduct to structure an appropriate communication approach to solicit customer's information for loan products</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Gather relevant information of loan applicants</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Interview applicants to understand their objectives and purposes of loans application</li> <li>· Apply knowledge on loan financing and related product to probe critical data of applicants</li> <li>· Solicit related information or documents which are useful for assessing the current and future financial needs of applicants</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Complete needs assessment on credit applicants</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Conduct credit assessment by applying the bank's framework</li> <li>· Find out financial needs of loan applicants by compiling information according to the bank's guidelines</li> <li>· Construct credit profiles by organizing financial and other related data of applicants</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand guidelines in identifying customer needs | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in collecting information for loan applicants and employ the appropriate communication approach based on the needs in different loan products and situations</li> <li>· Understand the bank's criteria in qualifying needs in loan products so as to conduct the assessment independently</li> <li>· Understand the relevant regulations (e.g. KYC, privacy) and code of conduct to structure an appropriate communication approach to solicit customer's information for loan products</li> </ul> | 6.2 | Gather relevant information of loan applicants | Be able to: <ul style="list-style-type: none"> <li>· Interview applicants to understand their objectives and purposes of loans application</li> <li>· Apply knowledge on loan financing and related product to probe critical data of applicants</li> <li>· Solicit related information or documents which are useful for assessing the current and future financial needs of applicants</li> </ul> | 6.3 | Complete needs assessment on credit applicants | Be able to: <ul style="list-style-type: none"> <li>· Conduct credit assessment by applying the bank's framework</li> <li>· Find out financial needs of loan applicants by compiling information according to the bank's guidelines</li> <li>· Construct credit profiles by organizing financial and other related data of applicants</li> </ul> |
| 6.1   | Understand guidelines in identifying customer needs | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in collecting information for loan applicants and employ the appropriate communication approach based on the needs in different loan products and situations</li> <li>· Understand the bank's criteria in qualifying needs in loan products so as to conduct the assessment independently</li> <li>· Understand the relevant regulations (e.g. KYC, privacy) and code of conduct to structure an appropriate communication approach to solicit customer's information for loan products</li> </ul>  |     |   |  |     |  |   |     |  |   |
| 6.2   | Gather relevant information of loan applicants      | Be able to: <ul style="list-style-type: none"> <li>· Interview applicants to understand their objectives and purposes of loans application</li> <li>· Apply knowledge on loan financing and related product to probe critical data of applicants</li> <li>· Solicit related information or documents which are useful for assessing the current and future financial needs of applicants</li> </ul>   |     |   |  |     |  |   |     |  |   |
| 6.3   | Complete needs assessment on credit applicants      | Be able to: <ul style="list-style-type: none"> <li>· Conduct credit assessment by applying the bank's framework</li> <li>· Find out financial needs of loan applicants by compiling information according to the bank's guidelines</li> <li>· Construct credit profiles by organizing financial and other related data of applicants</li> </ul>   |     |   |  |     |  |   |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>                          | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) A range of communication skills are used to identify financial needs of loan applicants</li> <li>(ii) Sufficient information with regard to loan application is provided for credit assessment</li> <li>(iii) Genuine financial needs of applicants are identified so that practical recommendations can be developed</li> </ol>  |     |   |  |     |  |   |     |  |   |
| <b>8</b>  | <b>Remarks</b>                                      |   |     |   |  |     |  |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Secured and Unsecured Loans Products Services |   |   |     |                                   |   |     |                            |   |     |   |   |
|--|---|---|-----|-----------------------------------|---|-----|----------------------------|---|-----|---|---|
| 1  | <b>Title</b>  | Gain customer's commitment on terms of loan agreement   |     |                                   |   |     |                            |   |     |   |   |
| 2  | <b>Code</b>   | BRSDSL402A  |     |                                   |   |     |                            |   |     |   |   |
| 3  | <b>Range</b>  | Discuss and confirm the terms of agreement related to all types of loans and mortgage products with customers in accordance with the policies of the bank through direct sales, over counter at branch and/or phone banking in retail banking   |     |                                   |   |     |                            |   |     |   |   |
| 4  | <b>Level</b>  | 4   |     |                                   |   |     |                            |   |     |   |   |
| 5  | <b>Credit</b>   | 3   |     |                                   |   |     |                            |   |     |   |   |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the terms of agreement</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Understand the details of the terms of agreement and the rationale behind in order to explain the proposals</li> <li>Understand the bank's credit policies in order to handle different kinds of enquiries from customers</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Explain terms of agreement</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Explain the rationale underlying the repayment schedules, credit terms and interest rates by referring to the credit policies of the bank</li> <li>Employ different appropriate communication techniques to explain loan agreements to applicants and ensure that they understand and agree with the terms and conditions</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Obtain agreement on the offer of loan products or mortgage products</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Discuss and confirm the terms of agreement (e.g. repayment period, interest rate) with loan applicants</li> <li>Probe for reasons of rejection when applicants do not accept the terms and convince customers by handling their demands appropriately</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the terms of agreement | Be able to: <ul style="list-style-type: none"> <li>Understand the details of the terms of agreement and the rationale behind in order to explain the proposals</li> <li>Understand the bank's credit policies in order to handle different kinds of enquiries from customers</li> </ul> | 6.2 | Explain terms of agreement | Be able to: <ul style="list-style-type: none"> <li>Explain the rationale underlying the repayment schedules, credit terms and interest rates by referring to the credit policies of the bank</li> <li>Employ different appropriate communication techniques to explain loan agreements to applicants and ensure that they understand and agree with the terms and conditions</li> </ul> | 6.3 | Obtain agreement on the offer of loan products or mortgage products | Be able to: <ul style="list-style-type: none"> <li>Discuss and confirm the terms of agreement (e.g. repayment period, interest rate) with loan applicants</li> <li>Probe for reasons of rejection when applicants do not accept the terms and convince customers by handling their demands appropriately</li> </ul> |
| 6.1  | Understand the terms of agreement                                   | Be able to: <ul style="list-style-type: none"> <li>Understand the details of the terms of agreement and the rationale behind in order to explain the proposals</li> <li>Understand the bank's credit policies in order to handle different kinds of enquiries from customers</li> </ul>   |     |                                   |   |     |                            |   |     |   |   |
| 6.2  | Explain terms of agreement  | Be able to: <ul style="list-style-type: none"> <li>Explain the rationale underlying the repayment schedules, credit terms and interest rates by referring to the credit policies of the bank</li> <li>Employ different appropriate communication techniques to explain loan agreements to applicants and ensure that they understand and agree with the terms and conditions</li> </ul>   |     |                                   |   |     |                            |   |     |   |   |
| 6.3  | Obtain agreement on the offer of loan products or mortgage products | Be able to: <ul style="list-style-type: none"> <li>Discuss and confirm the terms of agreement (e.g. repayment period, interest rate) with loan applicants</li> <li>Probe for reasons of rejection when applicants do not accept the terms and convince customers by handling their demands appropriately</li> </ul>   |     |                                   |   |     |                            |   |     |   |   |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Agreement on the offer of loan products or mortgage that complies with policies of the bank and/or regulatory requirements is reached with loan applicants</li> <li>Terms and conditions of the loan arrangement clearly explained to customers that mutual understanding and agreement are reached</li> </ol>  |     |                                   |   |     |                            |   |     |   |   |
| 8  | <b>Remarks</b>  |   |     |                                   |   |     |                            |   |     |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Secured and Unsecured Loans Products Services |  |   |     |   |   |     |   |   |     |  |   |
|--|--|---|-----|---|---|-----|---|---|-----|--|---|
| 1  | <b>Title</b>   | Oversee the loan application processes  |     |   |   |     |   |   |     |  |   |
| 2  | <b>Code</b>  | TBD   |     |   |   |     |   |   |     |  |   |
| 3  | <b>Range</b>   | Oversee all the administrative work of applications related to the whole range of loan and mortgage product transactions made by customers through direct sales, phone banking, digital banking and / or over counter at branches   |     |   |   |     |   |   |     |  |   |
| 4  | <b>Level</b>   | 4   |     |   |   |     |   |   |     |  |   |
| 5  | <b>Credit</b>  | 3   |     |   |   |     |   |   |     |  |   |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the guidelines in loan application</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in loan application, relevant banking regulations and code of conduct in order to process the application independently</li> <li>· Understand the purposes, formats and requirements of different types of forms related to loan application in order to complete or conduct checking on the forms independently</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Check and review loan application processes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Check if sufficient financial and personal data of loan applicants is obtained by administrative staff, advise to collect supplementary information and assist to complete necessary paperwork as and when required</li> <li>· Check the accuracy and completeness of loan applications</li> <li>· Conduct final check on all documents to ensure customer data and application procedures are compliance with both external and internal requirements before transferring applications to credit analysts or related units for verification and analysis</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Manage the loan application follow up process professionally</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop good collaboration on loan application progress between frontline and middle office for back end follow up</li> <li>· Manage the reporting system professionally to keep track of the status of applications and advise administrative staff to contact applicants regarding acceptance or rejection of application</li> <li>· Follow up the customer loans account opening and other administrative work conducted by administrative staff upon approval of applications; ensure all work done complies with legal and regulatory requirements</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the guidelines in loan application | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in loan application, relevant banking regulations and code of conduct in order to process the application independently</li> <li>· Understand the purposes, formats and requirements of different types of forms related to loan application in order to complete or conduct checking on the forms independently</li> </ul> | 6.2 | Check and review loan application processes | Be able to: <ul style="list-style-type: none"> <li>· Check if sufficient financial and personal data of loan applicants is obtained by administrative staff, advise to collect supplementary information and assist to complete necessary paperwork as and when required</li> <li>· Check the accuracy and completeness of loan applications</li> <li>· Conduct final check on all documents to ensure customer data and application procedures are compliance with both external and internal requirements before transferring applications to credit analysts or related units for verification and analysis</li> </ul> | 6.3 | Manage the loan application follow up process professionally | Be able to: <ul style="list-style-type: none"> <li>· Develop good collaboration on loan application progress between frontline and middle office for back end follow up</li> <li>· Manage the reporting system professionally to keep track of the status of applications and advise administrative staff to contact applicants regarding acceptance or rejection of application</li> <li>· Follow up the customer loans account opening and other administrative work conducted by administrative staff upon approval of applications; ensure all work done complies with legal and regulatory requirements</li> </ul> |
| 6.1  | Understand the guidelines in loan application                | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in loan application, relevant banking regulations and code of conduct in order to process the application independently</li> <li>· Understand the purposes, formats and requirements of different types of forms related to loan application in order to complete or conduct checking on the forms independently</li> </ul>   |     |   |   |     |   |   |     |  |   |
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| 7  | <b>Assessment Criteria</b>                                   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All necessary documents for loan applications are prepared properly by loan administration team and compliance requirements of the bank are fully met</li> <li>(ii) Supervise team members to track the status of loan applications and ensure customers are well informed of the progress of loan application</li> </ol>   |     |   |   |     |   |   |     |  |   |
| 8  | <b>Remarks</b>   |   |     |   |   |     |   |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Secured and Unsecured Loans Products Services</b> |                                |  |     |                               |   |     |                                |   |     |                             |  |
|---|--------------------------------|--|-----|-------------------------------|---|-----|--------------------------------|---|-----|-----------------------------|--|
| <b>1</b>  | <b>Title</b>                   | Conduct assessment on loan application   |     |                               |   |     |                                |   |     |                             |  |
| <b>2</b>  | <b>Code</b>                    | BRSDSL502A   |     |                               |   |     |                                |   |     |                             |  |
| <b>3</b>  | <b>Range</b>                   | Assess and approve the whole range of loan applications submitted by customers through direct sales, over counter at branch and/or phone banking in retail banking within the limit and authority set by the bank  |     |                               |   |     |                                |   |     |                             |  |
| <b>4</b>  | <b>Level</b>                   | 4  |     |                               |   |     |                                |   |     |                             |  |
| <b>5</b>  | <b>Credit</b>                  | 3  |     |                               |   |     |                                |   |     |                             |  |
| <b>6</b>  | <b>Competency</b>              | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Analyze the loan applications</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate the profitability and risks of each loan application using internal credit guidelines</li> <li>· Evaluate all the information to ensure accuracy and sufficiency of data input and detect for suspicious data</li> <li>· Evaluate the terms and conditions of the proposed agreement by applying internal credit scoring schedule or other related tools and make any modifications when necessary</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Make judgment on loan approval</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Make decision of approval or rejection after judging all the related information; identify supplementary information required in case of inadequate information</li> <li>· Provide reasons to justify decision of approval or rejection by supporting solid evidence and decent rationale</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Demonstrate Professionalism</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Adhere strictly to Privacy Act and the bank's privacy policies and practices, such as not disclosing any customer personal information to any third parties, except as permitted by law</li> <li>· Strike an optimal balance between the interests of customer and the bank when making judgement on loan approval</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Analyze the loan applications | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the profitability and risks of each loan application using internal credit guidelines</li> <li>· Evaluate all the information to ensure accuracy and sufficiency of data input and detect for suspicious data</li> <li>· Evaluate the terms and conditions of the proposed agreement by applying internal credit scoring schedule or other related tools and make any modifications when necessary</li> </ul> | 6.2 | Make judgment on loan approval | Be able to: <ul style="list-style-type: none"> <li>· Make decision of approval or rejection after judging all the related information; identify supplementary information required in case of inadequate information</li> <li>· Provide reasons to justify decision of approval or rejection by supporting solid evidence and decent rationale</li> </ul> | 6.3 | Demonstrate Professionalism | Be able to: <ul style="list-style-type: none"> <li>· Adhere strictly to Privacy Act and the bank's privacy policies and practices, such as not disclosing any customer personal information to any third parties, except as permitted by law</li> <li>· Strike an optimal balance between the interests of customer and the bank when making judgement on loan approval</li> </ul> |
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| <b>7</b>  | <b>Assessment Criteria</b>     | The integral outcome requirements of this UoC are:<br>(i) Decision on approval or rejection of loan application is based on the evaluation of related information such as expected returns and risks by using the bank's credit guidelines   |     |                               |   |     |                                |   |     |                             |  |
| <b>8</b>  | <b>Remarks</b>                 |  |     |                               |   |     |                                |   |     |                             |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Wealth Management Services</b> |  |  |     |  |   |     |  |  |     |  |   |
|--|--|--|-----|--|---|-----|--|--|-----|--|---|
| <b>1</b>   | <b>Title</b>   | Provide investment, insurance or saving options to customers   |     |  |   |     |  |  |     |  |   |
| <b>2</b>   | <b>Code</b>  | BRSDSW501A   |     |  |   |     |  |  |     |  |   |
| <b>3</b>   | <b>Range</b>   | Delivery of wealth management services by providing investment, insurance and saving options to customers through direct sales, over counter at branch and/or phone banking in retail banking resulting from thorough needs assessment conducted for customers   |     |  |   |     |  |  |     |  |   |
| <b>4</b>   | <b>Level</b>   | 5  |     |  |   |     |  |  |     |  |   |
| <b>5</b>   | <b>Credit</b>  | 4  |     |  |   |     |  |  |     |  |   |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Evaluate suitable products for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Evaluate and compare different investment, insurance and saving options available in the bank against the needs and risk appetite of customer</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide investment, insurance or saving options for customers' consideration</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Formulate different alternatives in investment, insurance or saving options based on customer's objectives in financial planning</li> <li>Present a comparison on needs matching, risk and return levels of different plans to customers</li> <li>Provide rationale and information to help customers in choosing among the different investment, insurance or saving options (i.e. role as information provider)</li> <li>Comply to regulatory requirements and bank guidelines while presenting the recommendations</li> <li>Ensure that customers have a correct understanding on the suggestions by answering customers' enquiries about details of the recommended financial plans or options</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Remind customers professionally about investment risks</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Reiterate investment risks borne by customers so as to ensure the match of customers' risk appetite, prevent misunderstanding and protect the bank's interest</li> <li>Monitor and analyze factors affecting investment programs (e.g. future trends in investment, investment risks, yield and etc.) in order to advise customers about the risks and fluctuations in investment; hence to protect customers' interest</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Evaluate suitable products for customers | Be able to: <ul style="list-style-type: none"> <li>Evaluate and compare different investment, insurance and saving options available in the bank against the needs and risk appetite of customer</li> </ul> | 6.2 | Provide investment, insurance or saving options for customers' consideration | Be able to: <ul style="list-style-type: none"> <li>Formulate different alternatives in investment, insurance or saving options based on customer's objectives in financial planning</li> <li>Present a comparison on needs matching, risk and return levels of different plans to customers</li> <li>Provide rationale and information to help customers in choosing among the different investment, insurance or saving options (i.e. role as information provider)</li> <li>Comply to regulatory requirements and bank guidelines while presenting the recommendations</li> <li>Ensure that customers have a correct understanding on the suggestions by answering customers' enquiries about details of the recommended financial plans or options</li> </ul> | 6.3 | Remind customers professionally about investment risks | Be able to: <ul style="list-style-type: none"> <li>Reiterate investment risks borne by customers so as to ensure the match of customers' risk appetite, prevent misunderstanding and protect the bank's interest</li> <li>Monitor and analyze factors affecting investment programs (e.g. future trends in investment, investment risks, yield and etc.) in order to advise customers about the risks and fluctuations in investment; hence to protect customers' interest</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of different investment, insurance or saving options based on analysis of customer's needs and risk appetite, etc</li> <li>Clear understanding in the details of suggested options and risks involved are gained from customers</li> <li>Regulatory requirements and bank's guidelines are observed</li> </ol>   |     |  |   |     |  |  |     |  |   |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |   |     |  |  |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Wealth Management Services</b> |  |  |     |  |   |     |  |  |     |                                     |  |
|--|--|--|-----|--|---|-----|--|--|-----|-------------------------------------|--|
| <b>1</b>   | <b>Title</b>   | Conduct financial planning assessment for customers  |     |  |   |     |  |  |     |                                     |  |
| <b>2</b>   | <b>Code</b>  | BRSDSW401A   |     |  |   |     |  |  |     |                                     |  |
| <b>3</b>   | <b>Range</b>   | Delivery of wealth management, investment and insurance services by constructing need based financial plans for customers through direct sales, over counter at branch and/or phone banking in retail banking  |     |  |   |     |  |  |     |                                     |  |
| <b>4</b>   | <b>Level</b>   | 4  |     |  |   |     |  |  |     |                                     |  |
| <b>5</b>   | <b>Credit</b>  | 3  |     |  |   |     |  |  |     |                                     |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the process in needs assessment</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the principles and objectives of needs assessment so as to collect appropriate information from different customers</li> <li>· Understand different type of insurance options (endowment, medical, critical illness) and its importance in the wealth management planning</li> <li>· Understand the bank's approach in assessing needs in financial planning so as to identify the needs of different clients accurately</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Collect relevant information to understand financial conditions of customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Interview customers in order to obtain financial and other related data (e.g. income, expenditure, financial objectives, risk tolerance) for assessing financial conditions of customers</li> <li>· Encourage customers to express their needs and goals on investment</li> <li>· Probe customers tactfully to obtain critical personal data to better understand their financial background</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Examine needs in financial planning</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Calculate the anticipated future income and expenditure of customers by synthesizing data collected</li> <li>· Identify types of financial planning needed by the customers based on their income, financial status and financial needs, etc.</li> <li>· Develop written or oral reports on financial analysis of customers to facilitate their understanding and decision making in investment or insurance</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the process in needs assessment | Be able to: <ul style="list-style-type: none"> <li>· Understand the principles and objectives of needs assessment so as to collect appropriate information from different customers</li> <li>· Understand different type of insurance options (endowment, medical, critical illness) and its importance in the wealth management planning</li> <li>· Understand the bank's approach in assessing needs in financial planning so as to identify the needs of different clients accurately</li> </ul> | 6.2 | Collect relevant information to understand financial conditions of customers | Be able to: <ul style="list-style-type: none"> <li>· Interview customers in order to obtain financial and other related data (e.g. income, expenditure, financial objectives, risk tolerance) for assessing financial conditions of customers</li> <li>· Encourage customers to express their needs and goals on investment</li> <li>· Probe customers tactfully to obtain critical personal data to better understand their financial background</li> </ul> | 6.3 | Examine needs in financial planning | Be able to: <ul style="list-style-type: none"> <li>· Calculate the anticipated future income and expenditure of customers by synthesizing data collected</li> <li>· Identify types of financial planning needed by the customers based on their income, financial status and financial needs, etc.</li> <li>· Develop written or oral reports on financial analysis of customers to facilitate their understanding and decision making in investment or insurance</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) A range of interviewing skills are used to obtain investment needs, target and all related data for assessing financial conditions of customers</li> <li>(ii) Development of written or oral reports on financial planning assessment are provided to customers to help make decision on investment or insurance planning</li> </ol>   |     |  |   |     |  |  |     |                                     |  |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |   |     |  |  |     |                                     |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Wealth Management Services |  |  |     |  |  |     |                                    |   |     |   |  |
|---|--|--|-----|--|--|-----|------------------------------------|---|-----|---|--|
| 1   | <b>Title</b>   | Conduct regular review on customer's financial portfolio   |     |  |  |     |                                    |   |     |   |  |
| 2   | <b>Code</b>  | BRSDSW402A   |     |  |  |     |                                    |   |     |   |  |
| 3   | <b>Range</b>   | Carry out regular review on the performance of different kinds of investment, insurance and saving plans of customers based on their changing needs and market environment and communicate with customers through direct sales, over counter at branch and/or phone banking in retail banking  |     |  |  |     |                                    |   |     |   |  |
| 4   | <b>Level</b>   | 4  |     |  |  |     |                                    |   |     |   |  |
| 5   | <b>Credit</b>  | 3  |     |  |  |     |                                    |   |     |   |  |
| 6   | <b>Competency</b>                                      | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Keep abreast and reassess financial needs of customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide timely market update information to customers amidst latest market changes and based on that to review their needs</li> <li>· Update financial status and needs of customer and judge whether there are changes in their needs in different wealth management products</li> <li>· Clarify purposes of changed financial needs of customers and assess the gaps between new targets and existing investment portfolio</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Offer product choices to customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Comply with relevant banking regulations and code of conduct while offering advice to customers</li> <li>· Provide information about the other products of the bank and explain how the additional products can better suit their needs</li> <li>· Provide answers to the different enquiries of customers and check for their understanding</li> <li>· Keep customers updated on the latest product features, market development and performance of their investment portfolio in order to decide whether changes in strategies are required</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Review investment portfolio for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review portfolio of existing customers to assess whether their financial needs are consistently met</li> <li>· Collect customers comments on the bank's products and services and probe causes of compliment or criticism for further analysis</li> <li>· Solicit and pass customers' opinions and feedback to product development team and/or other related parties for improvement</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Keep abreast and reassess financial needs of customers | Be able to: <ul style="list-style-type: none"> <li>· Provide timely market update information to customers amidst latest market changes and based on that to review their needs</li> <li>· Update financial status and needs of customer and judge whether there are changes in their needs in different wealth management products</li> <li>· Clarify purposes of changed financial needs of customers and assess the gaps between new targets and existing investment portfolio</li> </ul> | 6.2 | Offer product choices to customers | Be able to: <ul style="list-style-type: none"> <li>· Comply with relevant banking regulations and code of conduct while offering advice to customers</li> <li>· Provide information about the other products of the bank and explain how the additional products can better suit their needs</li> <li>· Provide answers to the different enquiries of customers and check for their understanding</li> <li>· Keep customers updated on the latest product features, market development and performance of their investment portfolio in order to decide whether changes in strategies are required</li> </ul> | 6.3 | Review investment portfolio for customers | Be able to: <ul style="list-style-type: none"> <li>· Review portfolio of existing customers to assess whether their financial needs are consistently met</li> <li>· Collect customers comments on the bank's products and services and probe causes of compliment or criticism for further analysis</li> <li>· Solicit and pass customers' opinions and feedback to product development team and/or other related parties for improvement</li> </ul> |
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| 6.2   | Offer product choices to customers                     | Be able to: <ul style="list-style-type: none"> <li>· Comply with relevant banking regulations and code of conduct while offering advice to customers</li> <li>· Provide information about the other products of the bank and explain how the additional products can better suit their needs</li> <li>· Provide answers to the different enquiries of customers and check for their understanding</li> <li>· Keep customers updated on the latest product features, market development and performance of their investment portfolio in order to decide whether changes in strategies are required</li> </ul>  |     |  |  |     |                                    |   |     |   |  |
| 6.3   | Review investment portfolio for customers              | Be able to: <ul style="list-style-type: none"> <li>· Review portfolio of existing customers to assess whether their financial needs are consistently met</li> <li>· Collect customers comments on the bank's products and services and probe causes of compliment or criticism for further analysis</li> <li>· Solicit and pass customers' opinions and feedback to product development team and/or other related parties for improvement</li> </ul>   |     |  |  |     |                                    |   |     |   |  |
| 7   | <b>Assessment Criteria</b>                             | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Identification of changes in financial needs after updating the financial status and needs of customers</li> <li>(ii) Provision of advice to customers according to their different needs and enquiries while complying with relevant regulations and code of conduct</li> <li>(iii) Customers' opinions are obtained and passed to product development team and other related parties for further improvement</li> </ol>  |     |  |  |     |                                    |   |     |   |  |
| 8   | <b>Remarks</b>   |  |     |  |  |     |                                    |   |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Wealth Management Services |   |   |     |   |  |     |   |   |     |   |   |
|---|---|---|-----|---|--|-----|---|---|-----|---|---|
| 1   | <b>Title</b>  | Handle applications of investment and investment linked insurance products  |     |   |  |     |   |   |     |   |   |
| 2   | <b>Code</b>   | TBD   |     |   |  |     |   |   |     |   |   |
| 3   | <b>Range</b>  | Handle applications of all types of investment, insurance with investment features and other investment related products submitted by customers through direct sales, over counter at branches, redirected from digital banking platforms and / or phone banking in retail banking  |     |   |  |     |   |   |     |   |   |
| 4   | <b>Level</b>  | 4   |     |   |  |     |   |   |     |   |   |
| 5   | <b>Credit</b>   | 3   |     |   |  |     |   |   |     |   |   |
| 6   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand guidelines and regulations in handling investment and investment linked insurance products</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment and investment linked insurance products in order to execute the tasks independently</li> <li>· Keep abreast of internal policies, external regulations and code of conduct related to investment and investment linked insurance application</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Gather relevant information and open accounts for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, previous investment documents, copy of current insurance policies etc.)</li> <li>· Verify authenticity of the information provided by customers</li> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment and/or investment linked insurance</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Execute account opening procedures in professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Strike a balance to protect both the customers and the bank's interest when carrying out account opening activities</li> <li>· Follow all internal operating procedures, policies, external regulations and code of conduct related to investment and investment linked insurance application processing when executing the tasks</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand guidelines and regulations in handling investment and investment linked insurance products | Be able to: <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment and investment linked insurance products in order to execute the tasks independently</li> <li>· Keep abreast of internal policies, external regulations and code of conduct related to investment and investment linked insurance application</li> </ul> | 6.2 | Gather relevant information and open accounts for customers | Be able to: <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, previous investment documents, copy of current insurance policies etc.)</li> <li>· Verify authenticity of the information provided by customers</li> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment and/or investment linked insurance</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul> | 6.3 | Execute account opening procedures in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Strike a balance to protect both the customers and the bank's interest when carrying out account opening activities</li> <li>· Follow all internal operating procedures, policies, external regulations and code of conduct related to investment and investment linked insurance application processing when executing the tasks</li> </ul> |
| 6.1   | Understand guidelines and regulations in handling investment and investment linked insurance products | Be able to: <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment and investment linked insurance products in order to execute the tasks independently</li> <li>· Keep abreast of internal policies, external regulations and code of conduct related to investment and investment linked insurance application</li> </ul>  |     |   |  |     |   |   |     |   |   |
| 6.2   | Gather relevant information and open accounts for customers   | Be able to: <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, previous investment documents, copy of current insurance policies etc.)</li> <li>· Verify authenticity of the information provided by customers</li> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment and/or investment linked insurance</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul>   |     |   |  |     |   |   |     |   |   |
| 6.3   | Execute account opening procedures in professional manner   | Be able to: <ul style="list-style-type: none"> <li>· Strike a balance to protect both the customers and the bank's interest when carrying out account opening activities</li> <li>· Follow all internal operating procedures, policies, external regulations and code of conduct related to investment and investment linked insurance application processing when executing the tasks</li> </ul>   |     |   |  |     |   |   |     |   |   |
| 7   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All necessary documents are prepared for each application of investment and investment linked insurance</li> <li>(ii) Applications on investment, and investment linked insurance products are processed in accordance with the guidelines of the bank and external regulatory requirements</li> </ol>  |     |   |  |     |   |   |     |   |   |
| 8   | <b>Remarks</b>  |   |     |   |  |     |   |   |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Wealth Management Services |   |  |     |   |   |     |                             |   |     |                             |   |
|---|---|--|-----|---|---|-----|-----------------------------|---|-----|-----------------------------|---|
| 1   | <b>Title</b>  | Handle applications of general insurance and saving products   |     |   |   |     |                             |   |     |                             |   |
| 2   | <b>Code</b>   | BRSDSW301A   |     |   |   |     |                             |   |     |                             |   |
| 3   | <b>Range</b>  | Handle applications of all types of general insurance and saving products submitted by customers through direct sales, over counter at branches, redirected from digital banking platforms and / or phone banking in retail banking  |     |   |   |     |                             |   |     |                             |   |
| 4   | <b>Level</b>  | 3  |     |   |   |     |                             |   |     |                             |   |
| 5   | <b>Credit</b>   | 3  |     |   |   |     |                             |   |     |                             |   |
| 6   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand guidelines and regulations in handling investment, insurance and saving products</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment, insurance and saving products in order to execute the tasks independently</li> <li>· Follow all internal policies, external regulations and code of conduct related to investment, insurance and saving application processing when executing the tasks</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Gather relevant information</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.)</li> <li>· Verify authenticity of the information provided by customers</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Open accounts for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information to internal units, ensure accurate data input and act as a reference point between the processing units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment, insurance and saving applications</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand guidelines and regulations in handling investment, insurance and saving products | Be able to: <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment, insurance and saving products in order to execute the tasks independently</li> <li>· Follow all internal policies, external regulations and code of conduct related to investment, insurance and saving application processing when executing the tasks</li> </ul> | 6.2 | Gather relevant information | Be able to: <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.)</li> <li>· Verify authenticity of the information provided by customers</li> </ul> | 6.3 | Open accounts for customers | Be able to: <ul style="list-style-type: none"> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information to internal units, ensure accurate data input and act as a reference point between the processing units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment, insurance and saving applications</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul> |
| 6.1   | Understand guidelines and regulations in handling investment, insurance and saving products | Be able to: <ul style="list-style-type: none"> <li>· Familiarize with the guidelines on compliance on processing applications of investment, insurance and saving products in order to execute the tasks independently</li> <li>· Follow all internal policies, external regulations and code of conduct related to investment, insurance and saving application processing when executing the tasks</li> </ul>  |     |   |   |     |                             |   |     |                             |   |
| 6.2   | Gather relevant information   | Be able to: <ul style="list-style-type: none"> <li>· Request necessary documents from customers in order to complete the application for them</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.)</li> <li>· Verify authenticity of the information provided by customers</li> </ul>  |     |   |   |     |                             |   |     |                             |   |
| 6.3   | Open accounts for customers   | Be able to: <ul style="list-style-type: none"> <li>· Conduct customer investment profile or financial need analysis to assess the risk appetite of the customers</li> <li>· Open accounts for customers and verify in accordance with banking regulations (e.g. KYC) and internal guidelines of customer due diligence to ensure all necessary procedures and related forms are completed</li> <li>· Request customers to provide relevant information and documentation for the opening accounts for insurance and saving products</li> <li>· Pass information to internal units, ensure accurate data input and act as a reference point between the processing units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of investment, insurance and saving applications</li> <li>· Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.)</li> </ul>  |     |   |   |     |                             |   |     |                             |   |
| 7   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All necessary documents are prepared for each application of insurance and saving products</li> <li>(ii) Applications on insurance and saving products are processed in accordance with the guidelines of the bank and regulatory requirements</li> </ol>  |     |   |   |     |                             |   |     |                             |   |
| 8   | <b>Remarks</b>  |  |     |   |   |     |                             |   |     |                             |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Card Product Related Services</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Conduct review on existing card products   |   |
| <b>2</b>  | <b>Code</b>                | BRSDSC501A   |   |
| <b>3</b>  | <b>Range</b>               | Conduct review on existing card products by analyzing customer needs in card services. This applies to different kinds of card products in the retail banking sector.  |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Analyze customers' needs   | Be able to: <ul style="list-style-type: none"> <li>· Identify changes in customers needs through analyzing information related to their spending pattern by utilizing the bank's database</li> </ul>  |
|   |                            | 6.2 Evaluate existing cards products   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate effectiveness of existing card products by analyzing changes on consumption on existing card products</li> <li>· Identify gaps in existing card products in fulfilling customer's requirements by analyzing the needs of customers and effectiveness of existing card products</li> </ul> |
|   |                            | 6.3 Evaluate opinions from customers   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate customers enquiries, compliant data base and other relevant records to identify problems in existing card products and services</li> <li>· Design an evaluation plan to survey customers about their satisfaction on existing card products</li> </ul>                                    |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Evaluation of performance of existing cards products by analyzing different information such as customer opinions and current consumption, etc.</li> <li>(ii) Identification of gaps in existing card products by analyzing different information such as customer opinions and changes in customer needs, etc.</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Card Product Related Services</b> |                            |   |  |  |
|---|----------------------------|---|--|--|
| <b>1</b>  | <b>Title</b>               | Recruit credit card merchant members  |  |  |
| <b>2</b>  | <b>Code</b>                | BRSDSC502A  |  |  |
| <b>3</b>  | <b>Range</b>               | Source for potential merchant members and set up cooperation with them. This applies to merchant of different categorizes and business volume.  |  |  |
| <b>4</b>  | <b>Level</b>               | 5   |  |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Analyze needs in recruiting new credit card merchant members                     | Be able to: <ul style="list-style-type: none"> <li>· Analyze the profiles of existing credit card merchant members to identify needs in recruiting new members for providing better service to credit card customers</li> <li>· Analyze market environment and consumption pattern of consumers in order to identify needs in recruiting new members</li> <li>· Analyze credit card services of competitors for evaluating the existing repertoire of credit cards merchant members</li> </ul>   |
|   |                            | 6.2   | Design plan to recruit card product merchant members                             | Be able to: <ul style="list-style-type: none"> <li>· Identify potential merchant customers based on needs of the bank in recruiting new merchant members</li> <li>· Secure card product merchant accounts by designing different kinds of relationship building activities according to the profiles of merchants which the bank would like to attract</li> </ul>  |
|   |                            | 6.3   | Formulate terms and conditions for newly recruited card product merchant members | Be able to: <ul style="list-style-type: none"> <li>· Design terms and conditions for newly recruited card product merchant customers based on their contribution, business nature and special needs</li> <li>· Review and update terms and conditions to ensure compliance with internal standards and / or external regulatory requirements</li> <li>· Set service quality standards as requirement in setting up cooperation relationships with merchant members</li> <li>· Design terms on logistic support on sales and services as well as other supporting activities (e.g. accounts set-up) to merchant members according to their needs</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Plan on recruiting new merchant members by analyzing the needs of the bank and the profiles of target merchants</li> <li>(ii) Formulation of terms and conditions for cooperation with merchant members according to the analysis on their needs and regulatory requirements, etc.</li> </ol> |  |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Card Product Related Services |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Manage credit card merchants   |   |
| 2  | <b>Code</b>                | BRSDSC402A   |   |
| 3  | <b>Range</b>               | Manage the performance of and working relationship with credit card merchant members. This applies to merchant members of different categories and transaction volume.   |   |
| 4  | <b>Level</b>               | 5  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Understand procedures in managing merchant members   | Be able to: <ul style="list-style-type: none"> <li>Understand the bank's guidelines in cooperating with credit cards merchant members in order to provide suitable supports</li> <li>Understand the terms and conditions agreed between the bank and the merchant members in order to monitor their performance</li> </ul>  |
|  |                            | 6.2 Provide supporting services to merchant members  | Be able to: <ul style="list-style-type: none"> <li>Monitor daily transaction records of different merchants and identify operational needs of merchant customers</li> <li>Provide logistic support on sales and services as well as other supporting activities (e.g. accounts set-up) to merchant members</li> <li>Liaise with different merchants in joint promotion campaigns to stimulate sales activities and increase sales volume</li> <li>Handle enquiries and complaints from merchants</li> <li>Monitor the maintenance record or documentation on merchant files</li> </ul>  |
|  |                            | 6.3 Monitor performance of card product merchant members   | Be able to: <ul style="list-style-type: none"> <li>Monitor merchants' performance in accordance with the service quality standards set by the bank</li> <li>Conduct periodic checking in merchant investigation and credit checking</li> <li>Identify unusual findings to management of the bank based on periodic checking in merchant investigation and credit checking</li> <li>Identify fraud activities with merchants to protect the bank from suffering losses in fraudulent circumstances</li> <li>Liaise with different business and operation units to handle outstanding payments, chargeback and dispute cases in case of sudden merchant close down</li> <li>Act as an intermediary between cardholders and merchants to resolve disputes in accordance with regulations of card associations</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of different kinds of supporting services to merchant members according to their needs in operations or promotion</li> <li>Monitoring of the performance of merchant members according to the bank's standards; identify problems and carry out suitable actions to handle the problems</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Card Product Related Services |                            |  |
|--|----------------------------|--|
| 1  | <b>Title</b>               | Promote card products and/or special features of credit cards to customers   |
| 2  | <b>Code</b>                | BRSDSC401A   |
| 3  | <b>Range</b>               | Promote card products by providing card product related information including but not limited to special card features, new functions supported by innovative financial technology, hotline services, complaint channels, promotional privileges, reporting procedures of emergency and other ad-hoc events to customers through direct sales, over counter at branch and/or phone banking in retail banking |
| 4  | <b>Level</b>               | 4  |
| 5  | <b>Credit</b>              | 3  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Have a thorough knowledge of the card products offered by the bank   |
|  |                            | 6.2 Introduce different card products' features to customers   |
|  |                            | 6.3 Provide options to customers   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Accurate information is provided to customers in response to their enquiries on different card products' features in professional manner<br>(ii) Recommendation of card products based on understanding of customer needs, pros and cons of different card products, etc.  |
| 8  | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Card Product Related Services</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Handle applications of credit / debit cards for customers  |   |
| <b>2</b>  | <b>Code</b>                | BRSDSC301A   |   |
| <b>3</b>  | <b>Range</b>               | Delivery of card products related services by explaining to customers the process and supporting documents required for credit card application through direct sales, over counter at branch and/or phone banking in retail banking; and forward the completed application forms to the appropriate operations unit for further assessment                   |   |
| <b>4</b>  | <b>Level</b>               | 3  |   |
| <b>5</b>  | <b>Credit</b>              | 3  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Understand the process in cards applications   | Be able to: <ul style="list-style-type: none"> <li>· Understand the procedures and guidelines in credit / debit cards application in order to execute the tasks independently</li> <li>· Understand regulations and code of conduct related to credit / debit cards to prevent violations</li> </ul>  |
|   |                            | 6.2 Gather relevant and accurate information   | Be able to: <ul style="list-style-type: none"> <li>· Gather financial information and request necessary documents from customers by using appropriate communications tactics</li> <li>· Provide guidance to customers to gather necessary information (e.g. bank statements, income tax return, etc.) and answer customer's enquiries related to credit card application</li> <li>· Verify authenticity of the documents provided by customers</li> </ul>                               |
|   |                            | 6.3 Open credit card accounts for customers  | Be able to: <ul style="list-style-type: none"> <li>· Perform work procedures related to credit card account opening for customers</li> <li>· Contact customers for missing documents to facilitate credit checking processes</li> <li>· Pass information for internal processing and act as a reference point between the internal units and customers</li> <li>· Follow up status of applications with the internal units and notify customers the progress of applications</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All necessary documents for credit card application are obtained from customers by using a range of tactful communication skills</li> <li>(ii) All necessary procedures for credit card application are executed according to the bank's guidelines</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |  |  |     |  |  |     |   |   |     |  |  |
|--|--|--|-----|--|--|-----|---|---|-----|--|--|
| 1  | <b>Title</b>   | Develop strategies, policies and processes for the services of digital banking channels  |     |  |  |     |   |   |     |  |  |
| 2  | <b>Code</b>  | TBD  |     |  |  |     |   |   |     |  |  |
| 3  | <b>Range</b>   | Establish strategies, policies and processes for all business and operational functions of the bank; where unique needs of different functions are well addressed  |     |  |  |     |   |   |     |  |  |
| 4  | <b>Level</b>   | 6  |     |  |  |     |   |   |     |  |  |
| 5  | <b>Credit</b>  | 4  |     |  |  |     |   |   |     |  |  |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Possess proficient knowledge and skills in the subject area and put them into practice</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture updated intelligence, forefront technology, products and services knowledge; capable of translating these information into general banking management solutions and digital channels or eCommerce products</li> <li>· Manage data mapping function and compile requirements definition for new initiatives</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Analyze business needs of digital banking call centre</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Analyze business, product and service strategies of the bank in order to design the approaches and services provided by digital banking channel</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Formulate strategies, policies and processes for digital banking services with an aim to provide excellent customer experience</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design services strategies for digital banking to align with the overall business plan of the bank while improve overall efficiency</li> <li>· Formulate policies on digital banking services in order to achieve sales and service delivery goals in alignment with the bank's strategy</li> <li>· Develop processes and procedures for delivery of quality digital banking services in an efficient manner</li> <li>· Develop and execute User Acceptance plans before policy, process, product and service launch as well as to define people, resources and procedural changes</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Possess proficient knowledge and skills in the subject area and put them into practice | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture updated intelligence, forefront technology, products and services knowledge; capable of translating these information into general banking management solutions and digital channels or eCommerce products</li> <li>· Manage data mapping function and compile requirements definition for new initiatives</li> </ul> | 6.2 | Analyze business needs of digital banking call centre | Be able to: <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Analyze business, product and service strategies of the bank in order to design the approaches and services provided by digital banking channel</li> </ul> | 6.3 | Formulate strategies, policies and processes for digital banking services with an aim to provide excellent customer experience | Be able to: <ul style="list-style-type: none"> <li>· Design services strategies for digital banking to align with the overall business plan of the bank while improve overall efficiency</li> <li>· Formulate policies on digital banking services in order to achieve sales and service delivery goals in alignment with the bank's strategy</li> <li>· Develop processes and procedures for delivery of quality digital banking services in an efficient manner</li> <li>· Develop and execute User Acceptance plans before policy, process, product and service launch as well as to define people, resources and procedural changes</li> </ul> |
| 6.1  | Possess proficient knowledge and skills in the subject area and put them into practice   | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture updated intelligence, forefront technology, products and services knowledge; capable of translating these information into general banking management solutions and digital channels or eCommerce products</li> <li>· Manage data mapping function and compile requirements definition for new initiatives</li> </ul>   |     |  |  |     |   |   |     |  |  |
| 6.2  | Analyze business needs of digital banking call centre  | Be able to: <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Analyze business, product and service strategies of the bank in order to design the approaches and services provided by digital banking channel</li> </ul>  |     |  |  |     |   |   |     |  |  |
| 6.3  | Formulate strategies, policies and processes for digital banking services with an aim to provide excellent customer experience | Be able to: <ul style="list-style-type: none"> <li>· Design services strategies for digital banking to align with the overall business plan of the bank while improve overall efficiency</li> <li>· Formulate policies on digital banking services in order to achieve sales and service delivery goals in alignment with the bank's strategy</li> <li>· Develop processes and procedures for delivery of quality digital banking services in an efficient manner</li> <li>· Develop and execute User Acceptance plans before policy, process, product and service launch as well as to define people, resources and procedural changes</li> </ul>   |     |  |  |     |   |   |     |  |  |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Strategies, policies and processes of digital banking are devised after analyzing the business strategies of the bank and relevant customer information</li> <li>(ii) Communication with all stakeholders are effective and adequate so that they are well prepared to take part and support in the new initiatives driven by digital banking</li> </ol>   |     |  |  |     |   |   |     |  |  |
| 8  | <b>Remarks</b>   |  |     |  |  |     |   |   |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Design services and activities in call center  |   |
| <b>2</b>  | <b>Code</b>                | BRSDSO501A   |   |
| <b>3</b>  | <b>Range</b>               | Develop strategies, polices and processes for call center services regarding the delivery of retail banking services including but not limited to the handling of customer complaints, collecting customer feedback and performing out-going product and service sales phone calls via call centre of the bank |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Analyze business needs of call centre  | Be able to: <ul style="list-style-type: none"> <li>· Analyze business, product and service strategies of the bank in order to design the approaches and services provided by call center</li> <li>· Analyze the profile, financial needs and behavioral pattern of the bank's customers to discern their needs in call center services</li> </ul>   |
|   |                            | 6.2 Formulate strategies, policies and processes in call centre services   | Be able to: <ul style="list-style-type: none"> <li>· Design services strategies for the call center to align with the overall business plan of the bank</li> <li>· Formulate policies on call center services in order to achieve sales and service delivery goals in alignment with the bank's strategy</li> <li>· Develop processes and procedures for delivery of quality call center services in an efficient manner</li> <li>· Formulate contingency plans including infrastructure set-up to mitigate the interruption of call center service delivery</li> </ul> |
|   |                            | 6.3 Demonstrate professionalism in designing call centre activities and processes  | Be able to: <ul style="list-style-type: none"> <li>· Ensure all related staff members contribute their greatest effort honestly and professionally while handling customer inquiries, complaints and sales activities</li> <li>· Adhere strictly to the bank's policie, regulations and practices in formulating activities and processes of call centre</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Strategies, policies and processes of call center are devised after analyzing the business strategies of the bank and relevant customer information  |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |  |   |  |
|--|----------------------------|--|---|--|
| 1  | <b>Title</b>               | Design services and activities in phone banking  |   |  |
| 2  | <b>Code</b>                | BRSDSO502A   |   |  |
| 3  | <b>Range</b>               | Design phone banking services including the setting of service delivery direction and upkeep service quality of phone banking by developing guideline, service standards and procedures etc.                       |   |  |
| 4  | <b>Level</b>               | 5  |   |  |
| 5  | <b>Credit</b>              | 4  |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Analyze business needs of phone banking                                     | Be able to: <ul style="list-style-type: none"> <li>· Analyze business, product and service strategies of the bank in order to design the approaches and services in phone banking</li> <li>· Analyze the profile, financial needs and behavioral pattern of the bank's customers to discern their needs in phone banking services</li> </ul>   |
|  |                            | 6.2  | Design services in phone banking  | Be able to: <ul style="list-style-type: none"> <li>· Design services in phone banking to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>· Develop phone banking service packages to satisfy customers' demand</li> <li>· Develop guidelines, procedures and service standards for delivery of quality phone banking services in an efficient manner</li> <li>· Formulate contingency plans including infrastructure set-up to mitigate the interruption of phone banking service delivery</li> </ul> |
|  |                            | 6.3  | Demonstrate professionalism in designing call centre services and processes | Be able to: <ul style="list-style-type: none"> <li>· Ensure all related staff members contribute their greatest effort honestly and professionally while handling customer inquiries, complaints and sales activities</li> <li>· Adhere strictly to the bank's policies, regulations and practices in formulating activities and processes of phone banking</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design of phone banking services together with the ancillary measures according to the analysis on the bank's strategies and relevant customer data etc. |   |  |
| 8  | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)</b> |   |   |     |  |   |     |   |  |     |   |  |
|---|---|---|-----|--|---|-----|---|--|-----|---|--|
| <b>1</b>  | <b>Title</b>  | Design services and activities in digital banking and e-commerce  |     |  |   |     |   |  |     |   |  |
| <b>2</b>  | <b>Code</b>   | BRSDSO503A  |     |  |   |     |   |  |     |   |  |
| <b>3</b>  | <b>Range</b>  | Lead, direct and maintain digital banking management functions including but not limited to setting business direction and service delivery modes; exploring business opportunities for transactions conducted via e-channels; and promoting security of all automated banking channels   |     |  |   |     |   |  |     |   |  |
| <b>4</b>  | <b>Level</b>  | 5   |     |  |   |     |   |  |     |   |  |
| <b>5</b>  | <b>Credit</b>   | 4   |     |  |   |     |   |  |     |   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Analyze e-channels of banking services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Analyze the bank's strategies and existing operations to explore new business opportunities and services delivery mode beyond branch channel and direct customer interactive means to develop new internet banking channels</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Direct and design banking services via internet</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Formulate policies and plans on digital banking business to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>Develop new automated digital banking devices</li> <li>Design plans on customer services and sales via e-channels</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Design security measures for banking services in the internet</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Identify potential risks and security measures required by different online services</li> <li>Design security measures after analyzing the knowledge of potential users</li> <li>Design control measures and monitoring mechanism to detect potential security threats of all digital banking-channels</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Analyze e-channels of banking services | Be able to: <ul style="list-style-type: none"> <li>Analyze the bank's strategies and existing operations to explore new business opportunities and services delivery mode beyond branch channel and direct customer interactive means to develop new internet banking channels</li> </ul> | 6.2 | Direct and design banking services via internet | Be able to: <ul style="list-style-type: none"> <li>Formulate policies and plans on digital banking business to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>Develop new automated digital banking devices</li> <li>Design plans on customer services and sales via e-channels</li> </ul> | 6.3 | Design security measures for banking services in the internet | Be able to: <ul style="list-style-type: none"> <li>Identify potential risks and security measures required by different online services</li> <li>Design security measures after analyzing the knowledge of potential users</li> <li>Design control measures and monitoring mechanism to detect potential security threats of all digital banking-channels</li> </ul> |
| 6.1   | Analyze e-channels of banking services                        | Be able to: <ul style="list-style-type: none"> <li>Analyze the bank's strategies and existing operations to explore new business opportunities and services delivery mode beyond branch channel and direct customer interactive means to develop new internet banking channels</li> </ul>   |     |  |   |     |   |  |     |   |  |
| 6.2   | Direct and design banking services via internet               | Be able to: <ul style="list-style-type: none"> <li>Formulate policies and plans on digital banking business to achieve the sales and services delivery goals in alignment with the bank's strategy</li> <li>Develop new automated digital banking devices</li> <li>Design plans on customer services and sales via e-channels</li> </ul>  |     |  |   |     |   |  |     |   |  |
| 6.3   | Design security measures for banking services in the internet | Be able to: <ul style="list-style-type: none"> <li>Identify potential risks and security measures required by different online services</li> <li>Design security measures after analyzing the knowledge of potential users</li> <li>Design control measures and monitoring mechanism to detect potential security threats of all digital banking-channels</li> </ul>  |     |  |   |     |   |  |     |   |  |
| <b>7</b>  | <b>Assessment Criteria</b>                                    | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Design of banking services via mobile channel or on the internet after analyzing the bank's strategies and existing operations</li> <li>Measures to ensure security of banking services via digital banking platforms are designed according to natures of services and knowledge of customers</li> </ol>   |     |  |   |     |   |  |     |   |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |  |   |     |   |  |     |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |   |   |   |
|--|----------------------------|---|---|---|
| 1  | <b>Title</b>               | Design services and activities offered through automatic banking machines   |   |   |
| 2  | <b>Code</b>                | BRSDSO504A  |   |   |
| 3  | <b>Range</b>               | Design service delivery and development direction for automatic banking machine services  |   |   |
| 4  | <b>Level</b>               | 5   |   |   |
| 5  | <b>Credit</b>              | 4   |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|  |                            | 6.1   | Analyze needs in automatic banking machines services                            | Be able to: <ul style="list-style-type: none"> <li>· Analyze daily transaction records of automatic machines and evaluate its effectiveness in satisfying the needs of customers</li> <li>· Analyze the bank's strategies and products/ services offered in order to design services and plans which can facilitate the achievement of overall goals</li> <li>· Analyze customer utilization pattern of automatic banking machines and customer population size in different geographic locations regularly so as to determine overall service delivery plan</li> </ul> |
|  |                            | 6.2   | Set service delivery direction of automatic banking machines                    | Be able to: <ul style="list-style-type: none"> <li>· Design services offered through automatic banking machines to achieve the goals in sales and service delivery in alignment with the bank's strategy</li> <li>· Develop plan to use related applications (e.g. ATM machine) with purpose of achieving goals in maximizing capacity of service delivery</li> </ul>   |
|  |                            | 6.3   | Demonstrate professionalism in designing services of automatic banking machines | Be able to: <ul style="list-style-type: none"> <li>· Respect customers' privacy and take all necessary actions to safeguard their personal and account information when designing services for automatic banking machines</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design services offered by automatic banking machines based on analysis on the bank's strategies and related customer information |   |   |
| 8  | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |   |  |  |
|--|----------------------------|---|--|--|
| 1  | <b>Title</b>               | Design services and activities offered through direct sales via mail and electronic means   |  |  |
| 2  | <b>Code</b>                | BRSDSO505A  |  |  |
| 3  | <b>Range</b>               | Design delivery of retail banking services via direct sales including but not limited to the formulation of sales and service delivery policies and strategies                    |  |  |
| 4  | <b>Level</b>               | 5   |  |  |
| 5  | <b>Credit</b>              | 4   |  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|  |                            | 6.1   | Analyze requirements in direct sales   | Be able to: <ul style="list-style-type: none"> <li>Analyze the bank's strategies and products/services offered in order to plan for direct sales strategies to facilitate the achievement of overall goals</li> <li>Analyze the profiles of targeted customers in order to design direct sales approach which can match with the preferences of customers</li> </ul>                 |
|  |                            | 6.2   | Set direction for sales and services delivery through direct sales channel     | Be able to: <ul style="list-style-type: none"> <li>Formulate strategies of direct sales teams to achieve the goals in sales and service delivery in alignment with the bank's strategy</li> <li>Develop targets in promoting products and services of the bank through direct sales channel</li> </ul>   |
|  |                            | 6.3   | Demonstrate professionalism in designing direct sales activities and processes | Be able to: <ul style="list-style-type: none"> <li>Ensure all related staff members contribute their greatest effort honestly and professionally while conducting sales and services delivery activities through direct sales channels</li> <li>Adhere strictly to the bank's policies, regulations and practices in formulating activities and processes of direct sales</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Strategies and targets in direct sales are devised based on the analysis on the bank's strategies and customer profiles |  |  |
| 8  | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)</b> |  |  |     |   |   |     |   |  |     |  |   |
|---|--|--|-----|---|---|-----|---|--|-----|--|---|
| <b>1</b>  | <b>Title</b>                                   | Oversee call center service delivery   |     |   |   |     |   |  |     |  |   |
| <b>2</b>  | <b>Code</b>                                    | BRSDSO401A   |     |   |   |     |   |  |     |  |   |
| <b>3</b>  | <b>Range</b>                                   | Manage the delivery of retail banking services including but not limiting to the handling of customer complaints, collecting customer feedback and performing proactive out-going product and service sales phone calls via call centre of the bank  |     |   |   |     |   |  |     |  |   |
| <b>4</b>  | <b>Level</b>                                   | 4  |     |   |   |     |   |  |     |  |   |
| <b>5</b>  | <b>Credit</b>                                  | 3  |     |   |   |     |   |  |     |  |   |
| <b>6</b>  | <b>Competency</b>                              | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Monitor services quality of call center</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide appropriate staffing of call centre to ensure there is enough manpower to provide quality service to customers</li> <li>· Enforce service standards of call centre to all staff in call centre</li> <li>· Supervise, educate and review performance of call centre personnel to ensure the established service standards are followed</li> <li>· Study trends of customer enquiries, complaints and feedback on the bank's products and services in order to adjust existing operations procedures</li> <li>· Coordinate with IT departments or other relevant business units to enhance systems of call center</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Handle difficult questions from customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand customer's request and satisfy customers' additional demand after seeking permission from relevant authority</li> <li>· Handle customer's complaints and resolve their grievances</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Manage cross selling activities in call centre</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Set appropriate sales or other business targets on promotional items of products and services to call centre staff</li> <li>· Train and guide call centre staff to link features of promotional items of products and services with specific customer needs</li> <li>· Monitor sales activities to ensure all are in compliance with the bank's standards, procedures and regulatory requirements</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Monitor services quality of call center | Be able to: <ul style="list-style-type: none"> <li>· Provide appropriate staffing of call centre to ensure there is enough manpower to provide quality service to customers</li> <li>· Enforce service standards of call centre to all staff in call centre</li> <li>· Supervise, educate and review performance of call centre personnel to ensure the established service standards are followed</li> <li>· Study trends of customer enquiries, complaints and feedback on the bank's products and services in order to adjust existing operations procedures</li> <li>· Coordinate with IT departments or other relevant business units to enhance systems of call center</li> </ul> | 6.2 | Handle difficult questions from customers | Be able to: <ul style="list-style-type: none"> <li>· Understand customer's request and satisfy customers' additional demand after seeking permission from relevant authority</li> <li>· Handle customer's complaints and resolve their grievances</li> </ul> | 6.3 | Manage cross selling activities in call centre | Be able to: <ul style="list-style-type: none"> <li>· Set appropriate sales or other business targets on promotional items of products and services to call centre staff</li> <li>· Train and guide call centre staff to link features of promotional items of products and services with specific customer needs</li> <li>· Monitor sales activities to ensure all are in compliance with the bank's standards, procedures and regulatory requirements</li> </ul> |
| 6.1   | Monitor services quality of call center        | Be able to: <ul style="list-style-type: none"> <li>· Provide appropriate staffing of call centre to ensure there is enough manpower to provide quality service to customers</li> <li>· Enforce service standards of call centre to all staff in call centre</li> <li>· Supervise, educate and review performance of call centre personnel to ensure the established service standards are followed</li> <li>· Study trends of customer enquiries, complaints and feedback on the bank's products and services in order to adjust existing operations procedures</li> <li>· Coordinate with IT departments or other relevant business units to enhance systems of call center</li> </ul>  |     |   |   |     |   |  |     |  |   |
| 6.2   | Handle difficult questions from customers      | Be able to: <ul style="list-style-type: none"> <li>· Understand customer's request and satisfy customers' additional demand after seeking permission from relevant authority</li> <li>· Handle customer's complaints and resolve their grievances</li> </ul>   |     |   |   |     |   |  |     |  |   |
| 6.3   | Manage cross selling activities in call centre | Be able to: <ul style="list-style-type: none"> <li>· Set appropriate sales or other business targets on promotional items of products and services to call centre staff</li> <li>· Train and guide call centre staff to link features of promotional items of products and services with specific customer needs</li> <li>· Monitor sales activities to ensure all are in compliance with the bank's standards, procedures and regulatory requirements</li> </ul>  |     |   |   |     |   |  |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>                     | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Quality of services of call center is continuously enhanced and improved in accordance with customers' enquiries, complaints and feedback</li> <li>(ii) Call center staff meet the sales targets and service standards</li> </ol>  |     |   |   |     |   |  |     |  |   |
| <b>8</b>  | <b>Remarks</b>                                 |  |     |   |   |     |   |  |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Oversee digital banking service delivery  |  |
| 2  | <b>Code</b>                | BRSDSO403A  |  |
| 3  | <b>Range</b>               | Delivery of digital banking management tasks including but not limited to implementation of established sales and service strategies and plans of internet based transactions; promoting digital banking security activities; and liaising with different business and operation units to optimize digital banking channels   |  |
| 4  | <b>Level</b>               | 4   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Understand digital banking services   | Be able to: <ul style="list-style-type: none"> <li>Understand the types of digital banking services offered by the banks, their target customers groups and the specific objectives to be achieved in order to identify effective ways in achieving assigned tasks</li> <li>Understand the implementation plans in different digital banking services to ensure smooth operation of tasks</li> </ul>   |
|  |                            | 6.2 Monitor the implementation of strategies and plans of sales and service delivery through internet   | Be able to: <ul style="list-style-type: none"> <li>Monitor the execution of implementation plans on sales and customer services via digital banking; identify deviances from stated plans and undertake remedial actions when necessary</li> <li>Detect potential security threats and report the incidents to relevant parties when further actions are required</li> <li>Monitor the usage and make recommendation to make these remote channels more effective and user friendly</li> </ul>   |
|  |                            | 6.3 Liaise with relevant business and operation units to optimize digital banking channels  | Be able to: <ul style="list-style-type: none"> <li>Liaise with product development teams and provide suggestions on the development of new digital banking products</li> <li>Liaise with sales teams to decide on sales strategies implemented via digital banking channel</li> <li>Liaise with IT department to decide on and finalize configuration and functional features of the devices</li> </ul>  |
|  |                            | 6.4 Promote digital banking security and prevent security threats   | Be able to: <ul style="list-style-type: none"> <li>Understand the profile and knowledge of different customers in order to carry out suitable educational activities on using electronic banking channels</li> <li>Use different communication strategies to promote the use of internet and other automated channels and the products and services of digital banking channel</li> <li>Carry out learning programmes to educate customers about their responsibilities in maintaining information security, potential liabilities and consequences when using digital banking services</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Monitoring the implementation of sales and service delivery plan to ensure accordance with stated plans. Moreover, remedial actions are carried out to ensure smooth operations when necessary</li> <li>Different customer education programs on digital banking security tailored to the profile and knowledge of customers are implemented effectively</li> <li>Liaison with other units regularly carried out to ensure digital banking channels are fully utilized to facilitate different functions of the bank</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Oversee the direct sales service delivery   |  |
| <b>2</b>  | <b>Code</b>                | BRSDSO405A  |  |
| <b>3</b>  | <b>Range</b>               | Delivery of retail banking services via performing direct sales and digital sales team management including the development, execution and monitoring of direct sales plans   |  |
| <b>4</b>  | <b>Level</b>               | 4   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1   | Understand targets of direct sales teams<br>Be able to:<br>· Understand the assigned targets of direct sales teams in order to determine appropriate actions to facilitate achievement of the targets  |
|   |                            | 6.2   | Monitor the execution of direct sales plans<br>Be able to:<br>· Plan specific action steps to promote products and services of the bank according to the established strategies<br>· Set realistic sales targets for direct sales and digital sales team in alignment with the bank's overall sales and marketing strategies<br>· Solicit and organize resources from relevant departments or units to support the scheduled direct sales and digital sales campaigns when necessary |
|   |                            | 6.3   | Monitor progress of direct sales plans and evaluate effectiveness<br>Be able to:<br>· Monitor progress of individual direct sales and digital marketing campaigns and adjust plans when necessary<br>· Review achievement of individual direct sales and digital marketing campaigns and make recommendations for improvement if similar campaign is undertaken in the future  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Direct sales and digital sales plans with specific sales goals and action items are devised in alignment with the bank's strategy<br>(ii) Realistic sales targets of direct sales and digital sales team and individual team members are set and monitored<br>(iii) Improvement needs are identified according to the results of direct sales and digital sales plans' monitoring |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |   |  |   |
|--|----------------------------|---|--|---|
| 1  | <b>Title</b>               | Manage the performance of ATM services  |  |   |
| 2  | <b>Code</b>                | BRSDSO303A  |  |   |
| 3  | <b>Range</b>               | Maintain effective use of automatic banking machines to delivery service to the customers of retail banking   |  |   |
| 4  | <b>Level</b>               | 4   |  |   |
| 5  | <b>Credit</b>              | 3   |  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|  |                            | 6.1   | Ensure smooth operation of automatic banking machines                          | Be able to: <ul style="list-style-type: none"> <li>· Understand the functionalities of the automatic banking machines in order to execute the tasks independently</li> <li>· Handle customers' enquiries, complaints and feedback about the use of automatic banking machines according to the bank's guidelines and service standards</li> <li>· Provide clear instructional guidelines to customers for their proper use of automatic banking machines</li> </ul> |
|  |                            | 6.2   | Monitor physical conditions of the banking machines                            | Be able to: <ul style="list-style-type: none"> <li>· Conduct regular check on automatic banking machines to ensure normal functioning</li> <li>· Report to vendor in a prompt manner when there is serious breakdown of the machines</li> <li>· Carry out simple repair of automatic banking machines according to operation manual</li> </ul>  |
|  |                            | 6.3   | Demonstrate professionalism in managing services of automatic banking machines | Be able to: <ul style="list-style-type: none"> <li>· Respect customers' privacy and take all necessary actions to safeguard their personal and account information when designing services for automatic banking machines</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Customer enquiries, complaints and feedback concerning the use of automatic banking machines are handled in an efficient and professional manner</li> <li>(ii) Maintenance of automatic banking machines by conducting regular checking and repair</li> </ol> |  |   |
| 8  | <b>Remarks</b>             |   |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 1. Retail Banking Service Delivery > Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre) |                            |   |   |   |
|--|----------------------------|---|---|---|
| 1  | <b>Title</b>               | Manage the performance of vendors to ensure quality service is provided to customers  |   |   |
| 2  | <b>Code</b>                | BRSDSO404A  |   |   |
| 3  | <b>Range</b>               | Manage service contracts of vendors including but not limited to the service providers of automatic banking machines, office supplies, office equipments, cleaning services, business partners, etc. and monitor their performance  |   |   |
| 4  | <b>Level</b>               | 4   |   |   |
| 5  | <b>Credit</b>              | 3   |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|  |                            | 6.1   | Understand requirements in using different types of vendor services | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's specific requirements in using different types of services provided by external vendors in order to determine the suitable contract terms with them</li> <li>· Understand the service agreement reached with vendors in order to monitor their performance in accordance to the agreed standards</li> </ul>  |
|  |                            | 6.2   | Monitor the performance of vendors                                  | Be able to: <ul style="list-style-type: none"> <li>· Monitor the performance of external vendors to check whether they have fulfill the contract terms</li> <li>· Monitor regular maintenance and repair services provided by the service vendors of different types of equipments including automatic banking machine, computers, other office equipments, etc. to ensure their performance can fulfill service standards</li> <li>· Monitor the efficiency of the in-house system and the network channel to ensure the smooth running of daily operations</li> </ul> |
|  |                            | 6.3   | Negotiate with vendors about the contract terms                     | Be able to: <ul style="list-style-type: none"> <li>· Review and negotiate terms and conditions in the service agreement with vendors which are in the best interest of the bank</li> <li>· Organize the feedback from customers and staff and reflect those important issues to vendors</li> <li>· Maintain a cooperative relationship with vendors by employing appropriate communication skills</li> <li>· Always strike a proper balance of the interests between external vendors and the bank</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Contract terms agreed with service vendors of automatic banking machines, office equipments, computer systems, etc. and daily transaction records are reviewed on regular basis for ensuring effective use of them</li> <li>(ii) Monitoring services provided by vendors to determine whether service requirements are met</li> </ol> |   |   |
| 8  | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 1. Retail Banking Service Delivery &gt; Delivery of Services in Other Channels (e.g. e-banking, digital banking, ATM and call centre)</b> |  |  |     |   |  |     |  |   |     |                            |  |     |  |  |
|---|--|--|-----|---|--|-----|--|---|-----|----------------------------|--|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Perform frontline phone banking activities   |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>2</b>  | <b>Code</b>  | BRSDSO302A   |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>3</b>  | <b>Range</b>   | Perform frontline phone banking activities including but not limited to the handling of customer complaints, collecting customer feedback and processing account transaction requested by customers via in-coming phone calls  |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>4</b>  | <b>Level</b>   | 3  |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 3  |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand procedures in phone banking operations</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>· Understand the bank's guidelines in phone banking operations in order to execute the tasks independently</li> <li>· Understand relevant regulatory requirements to prevent breaching of law</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Handle customers' enquiries, complaints and feedback</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Handle customers' enquiries and requests about the bank's products and services over the phone</li> <li>· Refer qualified customers to relevant business or operations units as appropriate</li> <li>· Redirect complex and difficult customers' enquiries to superior as appropriate</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Retain quality of services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide phone banking services to customers by observing quality standards set by the bank</li> <li>· Report trends of customers' enquiries and requests on the bank's products and services to superior for continuous development and improvements</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Cross sell appropriate products and services to customers in a professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Follow the guidelines to introduce features of the promotional items of products and services to customers</li> <li>· Refer customers who show interests in the promoted products and services to relevant business units as and when required</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand procedures in phone banking operations | Be able to: <ul style="list-style-type: none"> <li>· Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>· Understand the bank's guidelines in phone banking operations in order to execute the tasks independently</li> <li>· Understand relevant regulatory requirements to prevent breaching of law</li> </ul> | 6.2 | Handle customers' enquiries, complaints and feedback | Be able to: <ul style="list-style-type: none"> <li>· Handle customers' enquiries and requests about the bank's products and services over the phone</li> <li>· Refer qualified customers to relevant business or operations units as appropriate</li> <li>· Redirect complex and difficult customers' enquiries to superior as appropriate</li> </ul> | 6.3 | Retain quality of services | Be able to: <ul style="list-style-type: none"> <li>· Provide phone banking services to customers by observing quality standards set by the bank</li> <li>· Report trends of customers' enquiries and requests on the bank's products and services to superior for continuous development and improvements</li> </ul> | 6.4 | Cross sell appropriate products and services to customers in a professional manner | Be able to: <ul style="list-style-type: none"> <li>· Follow the guidelines to introduce features of the promotional items of products and services to customers</li> <li>· Refer customers who show interests in the promoted products and services to relevant business units as and when required</li> </ul> |
| 6.1   | Understand procedures in phone banking operations                                  | Be able to: <ul style="list-style-type: none"> <li>· Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>· Understand the bank's guidelines in phone banking operations in order to execute the tasks independently</li> <li>· Understand relevant regulatory requirements to prevent breaching of law</li> </ul>   |     |   |  |     |  |   |     |                            |  |     |  |  |
| 6.2   | Handle customers' enquiries, complaints and feedback                               | Be able to: <ul style="list-style-type: none"> <li>· Handle customers' enquiries and requests about the bank's products and services over the phone</li> <li>· Refer qualified customers to relevant business or operations units as appropriate</li> <li>· Redirect complex and difficult customers' enquiries to superior as appropriate</li> </ul>  |     |   |  |     |  |   |     |                            |  |     |  |  |
| 6.3   | Retain quality of services   | Be able to: <ul style="list-style-type: none"> <li>· Provide phone banking services to customers by observing quality standards set by the bank</li> <li>· Report trends of customers' enquiries and requests on the bank's products and services to superior for continuous development and improvements</li> </ul>   |     |   |  |     |  |   |     |                            |  |     |  |  |
| 6.4   | Cross sell appropriate products and services to customers in a professional manner | Be able to: <ul style="list-style-type: none"> <li>· Follow the guidelines to introduce features of the promotional items of products and services to customers</li> <li>· Refer customers who show interests in the promoted products and services to relevant business units as and when required</li> </ul>   |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Phone banking customer enquiries on different kinds of products and services are handled in an efficient and professional manner according to the bank's guidelines, quality standards and regulatory requirements</li> <li>(ii) Information about the trends of phone banking customer enquiries and needs on the bank's products and services are collected and reported to relevant parties</li> <li>(iii) Introduction of products and services information to customers and refer interested customers to appropriate units</li> </ol>  |     |   |  |     |  |   |     |                            |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |  |     |   |  |     |  |   |     |                            |  |     |  |  |



## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 2. Competency Matrix of Retail Banking Operations and Support |   |  |  |  |  |
|---|---|--|--|--|--|
| QF Level  | 2.1 Operation Planning  | 2.2 Secured and Unsecured Loan Processing  | 2.3 Wealth Management Services Processing  | 2.4 Card Processing  | 2.5 Vendor Management  |
| 7   |   |  |  |  |  |
| 6   | Formulate bank-wide policies and procedures of operation and support<br><br>BROS00601A<br>4 Credits | Formulate policies and guidelines for loan operations<br><br>BROSOL601A<br>4 Credits                 | Formulate policies and guidelines for wealth management operation<br><br>BROS0I601A<br>4 Credits                     | Develop and enforce policies and operational procedures on credit card business<br><br>BROSOC601A<br>4 Credits |  |
| 5   | Design and review daily operation procedures<br><br>BROS00501A<br>4 Credits                         | Approve or decline secured and unsecured loan applications<br><br>BROSOL501A<br>4 Credits            | Formulate terms and conditions for wealth management services<br><br>BROS0I501A<br>4 Credits                         | Approve or decline credit card applications<br><br>BROSOC501A<br>4 Credits                                     | Develop vendor acquisition plan for credit card services<br><br>BROS0V501A<br>4 Credits                                      |
|   |   | Develop and monitor property and other collaterals' valuation process<br><br>BROSOL502A<br>4 Credits | Develop service protocol together with product vendors for wealth management services<br><br>BROS0I502A<br>4 Credits | Oversee credit card account and transactions processing<br><br>New<br>4 Credits                                | Oversee procurement and monitor vendors' performance related to credit card service provision<br><br>BROS0V502A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |   |   |   |   |
|---|--|---|---|---|---|
| 5 |  | Oversee operations support on secured and unsecured loan processing<br><br>New<br>4 Credits                                   | Oversee operations support on wealth management services<br><br>New<br>4 Credits                          |   |   |
| 4 | Plan and support branch operations implementation<br><br>BROS00401A<br>3 Credits | Verify information on loan applications<br><br>BROSOL401A<br>3 Credits  | Provide operations support on wealth management services<br><br>BROS0I402A<br>3 Credits                   | Manage credit card business portfolio<br><br>BROSOC401A<br>3 Credits      | Monitor quality of vendor services<br><br>BROS0V401A<br>3 Credits |
|   |  | Conduct valuation or monitor external vendors to process the valuation on the collateral of customers<br><br>New<br>3 Credits |   | Handle credit card transactions processing<br><br>BROSOC402A<br>3 Credits |   |
| 3 | Execute daily operations in branches<br><br>BRSDSB301A<br>3 Credits              | Handle approved secured and unsecured loan transaction processing<br><br>BROSOL301A<br>3 Credits                              | Maintain transaction records for investment, insurance and saving services<br><br>BROS0I301A<br>3 Credits |   |   |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |   |  |  |  |
|---|--|---|--|--|--|
| 3 |  | Maintain secured and unsecured loan<br>account transaction records<br><br>BROSOL302A<br>3 Credits |  |  |  |
|   |  | Handle loan operations<br><br>BRSDSL301A<br>3 Credits   |  |  |  |
| 2 |  |   |  |  |  |
| 1 |  |   |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 2. Retail Banking Operations and Support

| QF Level  | Function / Competency   | UoC Code   | Credit | Page |
|---|---|------------|--------|------|
| Level 6   | <b>Operation Planning</b>   |            |        |      |
|   | Formulate bank-wide policies and procedures of operation and support                                  | BROSOO601A |        | 94   |
|   | <b>Secured and Unsecured Loan Processing</b>  |            |        |      |
|   | Formulate policies and guidelines for loan operations   | BROSOL601A |        | 98   |
|   | <b>Wealth Management Services Processing</b>  |            |        |      |
|   | Formulate polices and guidelines for wealth management operation                                      | BROSOI601A |        | 107  |
|   | <b>Card Processing</b>  |            |        |      |
|   | Develop and enforce policies and operational procedures on credit card business                       | BROSOC601A |        | 113  |
| Level 5   | <b>Operation Planning</b>   |            |        |      |
|   | Design and review daily operation procedures  | BROSOO501A | 4      | 95   |
|   | <b>Secured and Unsecured Loan Processing</b>  |            |        |      |
|   | Approve or decline secured and unsecured loan applications  | BROSOL501A | 4      | 99   |
|   | Develop and monitor property and other collaterals' valuation process                                 | BROSOL502A | 4      | 100  |
|   | Oversee operations support on secured and unsecured loan processing                                   | New        | 4      | 101  |
|   | <b>Wealth Management Services Processing</b>  |            |        |      |
|   | Formulate terms and conditions for wealth management services   | BROSOI501A | 4      | 108  |
|   | Develop service protocol together with product vendors for wealth management services                 | BROSOI502A |        | 109  |
|   | Oversee operations support on wealth management services  | New        |        | 110  |
|   | <b>Card Processing</b>  |            |        |      |
|   | Approve or decline credit card applications   | BROSOC501A | 4      | 114  |
|   | Oversee credit card account and transactions processing   | New        | 4      | 115  |
|   | <b>Vendor Management</b>  |            |        |      |
|   | Develop vendor acquisition plan for credit card services  | BROSOV501A | 4      | 118  |
| Oversee procurement and monitor vendors' performance related to credit card service provision | BROSOV502A  | 4          | 119    |      |
| Level 4   | <b>Operation Planning</b>   |            |        |      |
|   | Plan and support branch operations implementation   | BROSOO401A | 3      | 96   |
|   | <b>Secured and Unsecured Loan Processing</b>  |            |        |      |
|   | Verify information on loan applications   | BROSOL401A | .      | 102  |
|   | Conduct valuation or monitor external vendors to process the valuation on the collateral of customers | New        | 3      | 103  |
| <b>Wealth Management Services Processing</b>  |   |            |        |      |
| Provide operations support on wealth management services                                      | BROSOI402A  | 3          | 111    |      |

|         |  |            |   |     |
|---------|--|------------|---|-----|
| Level 4 | <b>Card Processing</b>   |            |   |     |
|         | Manage credit card business portfolio                                      | BROSOC401A | 3 | 116 |
|         | Handle credit card transactions processing                                 | BROSOC402A | 3 | 117 |
|         | <b>Vendor Management</b>   |            |   |     |
|         | Monitor quality of vendor services   | BROSOV501A | 3 | 120 |
| Level 3 | <b>Operation Planning</b>  |            |   |     |
|         | Execute daily operations in branches                                       | BRSDSB301A | 3 | 97  |
|         | <b>Secured and Unsecured Loan Processing</b>                               |            |   |     |
|         | Handle approved secured and unsecured loan transaction processing          | BROSOL301A | 3 | 104 |
|         | Maintain secured and unsecured loan account transaction records            | BROSOL302A | 3 | 105 |
|         | Handle loan operations   | BRSDSL301A | 3 | 106 |
|         | <b>Wealth Management Services Processing</b>                               |            |   |     |
|         | Maintain transaction records for investment, insurance and saving services | BROSOI301A | 3 | 112 |

Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > operations Planning |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Formulate bank-wide policies and procedures of operations and support   |  |
| 2  | <b>Code</b>                | BROSO0601A  |  |
| 3  | <b>Range</b>               | Formulation of operations and support policies and procedures for guiding and managing the overall operations of the bank to support retail banking business  |  |
| 4  | <b>Level</b>               | 6   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Conduct research on customer needs  | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on the macro environment of retail banking by analyzing the trends and developments in the financial needs of customers</li> <li>· Anticipate the future requirements in retail banking in the absence of complete information by analyzing forecasts in economic development, behavioral patterns of customers and strategies of competitors</li> </ul>   |
|  |                            | 6.2 Consult other parties on formulated operations and support policies and procedures  | Be able to: <ul style="list-style-type: none"> <li>· Consult other business or operations units and business partners to explore their requirements in operational arrangements</li> <li>· Analyze the needs of different parties, tackling diverging views to ensure that the design of operations and support policies and procedures are compatible with the works in different business or operations units</li> </ul>   |
|  |                            | 6.3 Formulate bank-wide operations and support policies and procedures  | Be able to: <ul style="list-style-type: none"> <li>· Formulate operations and support policies and procedures in accordance with the bank's strategy that comply with the regulatory requirements of different activities</li> <li>· Develop models of operations and support for standardizing service quality both in internal and external perspectives</li> <li>· Recommend methods to improve operations, support and re-engineering processing (e.g. streamline, straight through, etc.) through revision of operations and support policies and procedures</li> <li>· Review and make necessary changes on existing operations and support policies and procedures for meeting the needs of new products and services launches</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Formulation of operations and support policies and procedures that are compatible with the service quality standards of the works in different business or operations units</li> <li>(ii) Provision of solutions on improving operations, support and re-engineering process in accordance with the business needs of the bank and the changing regulatory requirements</li> <li>(iii) Demonstration of leadership in revising operations and support policies and procedures to facilitate more effective retail banking operations based on the outcome derived from complex research and development activities</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; operations Planning</b> |  |   |     |                                    |  |     |  |   |     |                                      |  |
|---|--|---|-----|------------------------------------|--|-----|--|---|-----|--------------------------------------|--|
| <b>1</b>  | <b>Title</b>   | Design and review daily operations procedures   |     |                                    |  |     |  |   |     |                                      |  |
| <b>2</b>  | <b>Code</b>  | BROSO0501A  |     |                                    |  |     |  |   |     |                                      |  |
| <b>3</b>  | <b>Range</b>   | Design detailed daily operations procedures regarding the operations and support policies formulated for retail banking business of the bank. It may include, but not limited to, the operations plans and processes concerning customer account transactions, back office procedures, banking machine operations, bank notes handling, customer service delivery, transaction voucher processing, accounting entries and booking, exceptional transaction reporting.....etc.   |     |                                    |  |     |  |   |     |                                      |  |
| <b>4</b>  | <b>Level</b>   | 5   |     |                                    |  |     |  |   |     |                                      |  |
| <b>5</b>  | <b>Credit</b>  | 4   |     |                                    |  |     |  |   |     |                                      |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Design daily operations procedures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the operations environment including policies and strategies of the bank, compliance and regulatory requirements and latest development in technology; design operations procedures based on all these factors</li> <li>· Design operations procedures for different retail banking transactions and provide guidelines to responsible parties based on evaluation of the bank's strategies and products/services offered</li> <li>· Build mechanism to ensure that relevant parties are notified when operational incident arises</li> <li>· Establish business continuity plan to cater for disaster recovery</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design relevant models to test the effectiveness of the designed operations procedures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design operational risk assessment models to plan for action in mitigating operational risks</li> <li>· Design models in data recording and ensure that data of operational activities is inputted and maintained</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Evaluate daily operations procedures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate operations procedures and make necessary changes to ensure smooth running of different operations</li> <li>· Review regularly to ensure operations and/or service standards in different channels are complied with regulatory requirements</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Design daily operations procedures | Be able to: <ul style="list-style-type: none"> <li>· Understand the operations environment including policies and strategies of the bank, compliance and regulatory requirements and latest development in technology; design operations procedures based on all these factors</li> <li>· Design operations procedures for different retail banking transactions and provide guidelines to responsible parties based on evaluation of the bank's strategies and products/services offered</li> <li>· Build mechanism to ensure that relevant parties are notified when operational incident arises</li> <li>· Establish business continuity plan to cater for disaster recovery</li> </ul> | 6.2 | Design relevant models to test the effectiveness of the designed operations procedures | Be able to: <ul style="list-style-type: none"> <li>· Design operational risk assessment models to plan for action in mitigating operational risks</li> <li>· Design models in data recording and ensure that data of operational activities is inputted and maintained</li> </ul> | 6.3 | Evaluate daily operations procedures | Be able to: <ul style="list-style-type: none"> <li>· Evaluate operations procedures and make necessary changes to ensure smooth running of different operations</li> <li>· Review regularly to ensure operations and/or service standards in different channels are complied with regulatory requirements</li> </ul> |
| 6.1   | Design daily operations procedures   | Be able to: <ul style="list-style-type: none"> <li>· Understand the operations environment including policies and strategies of the bank, compliance and regulatory requirements and latest development in technology; design operations procedures based on all these factors</li> <li>· Design operations procedures for different retail banking transactions and provide guidelines to responsible parties based on evaluation of the bank's strategies and products/services offered</li> <li>· Build mechanism to ensure that relevant parties are notified when operational incident arises</li> <li>· Establish business continuity plan to cater for disaster recovery</li> </ul>  |     |                                    |  |     |  |   |     |                                      |  |
| 6.2   | Design relevant models to test the effectiveness of the designed operations procedures | Be able to: <ul style="list-style-type: none"> <li>· Design operational risk assessment models to plan for action in mitigating operational risks</li> <li>· Design models in data recording and ensure that data of operational activities is inputted and maintained</li> </ul>   |     |                                    |  |     |  |   |     |                                      |  |
| 6.3   | Evaluate daily operations procedures   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate operations procedures and make necessary changes to ensure smooth running of different operations</li> <li>· Review regularly to ensure operations and/or service standards in different channels are complied with regulatory requirements</li> </ul>  |     |                                    |  |     |  |   |     |                                      |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Operations procedures of different retail banking transactions designed could be able to facilitate the daily operations running smoothly and all procedures are in compliance with regulatory requirements</li> <li>(ii) Models for evaluating the effectiveness of operational procedures are designed</li> <li>(iii) Carrying out review and evaluation on operational procedures and make necessary adjustments</li> </ol>  |     |                                    |  |     |  |   |     |                                      |  |
| <b>8</b>  | <b>Remarks</b>   |   |     |                                    |  |     |  |   |     |                                      |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; operations Planning</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Plan and support branch operations implementation   |  |
| <b>2</b>  | <b>Code</b>                | BROSOO401A  |  |
| <b>3</b>  | <b>Range</b>               | Implement operations support function regarding the operations and support formulated for the branch in retail banking. It may include, but not limited to, the computer systems application, legal support, general support, management support, procurement, internal control, operations capacity projection, service channel coordination....etc.   |  |
| <b>4</b>  | <b>Level</b>               | 4   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Understand the scope and requirements of operations support   | Be able to: <ul style="list-style-type: none"> <li>· Conduct resources planning to ensure adequate level of capacity to cope with the changes in business volume</li> <li>· Work with internal and external parties to ensure effective and efficient systems are in place to support business operations</li> <li>· Provide coworker's with relevant knowledge on the related procedures and regulations of different products and services</li> </ul>  |
|   |                            | 6.2 Implement branch operations support   | Be able to: <ul style="list-style-type: none"> <li>· Assist in internal control functions (e.g. fund house reconciliation, daily totals reconciliation, etc.)</li> <li>· Answer enquiries from frontline staff and/or customers regarding the procedures and regulations of different products and services</li> <li>· Provide legal and general administrative support to frontline business units regarding product and service transactions conducted in retail banking</li> <li>· Retrieve information from the CRM systems according to the request of different parties</li> <li>· Provide report on data of operational activities to management or other business or operations units upon request</li> <li>· Provide support to Human Resources Department to deliver fringe benefit to bank staff by completing the administrative duties (e.g. applications forms, booking, cross-checking etc.) and following stated procedures</li> <li>· Collect and maintain receipts for approving reimbursement , such as those expenses on business travel (e.g. air and hotel programs, health and safety, etc.) for the bank effectively according to stated procedures</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Operations capacity planned to strive a balance between changing business volume requirement at contingent situations and cost factors consideration</li> <li>(ii) Responsible parties are well trained to answer the enquiries in regards to the procedures and regulations of different products and service operations accurately</li> <li>(iii) Provision of reports on operational activities within the time limit as specified by the bank's policy upon requests of stakeholders</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 2. Retail Banking operations and Support &gt; operations Planning</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Execute daily operations in branches  |  |
| <b>2</b>  | <b>Code</b>                | BRSDSB301A  |  |
| <b>3</b>  | <b>Range</b>               | Execute daily operations of bank branches to fulfill different frontline service requests of customers in retail banking  |  |
| <b>4</b>  | <b>Level</b>               | 3   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Understand operations requirements in branches  | Be able to: <ul style="list-style-type: none"> <li>· Understand the types of products and services offered by the branch in order to execute the tasks independently</li> <li>· Understand the operating procedures/requirements of the branch in order to provide exceptional services to customers</li> </ul>  |
|   |                            | 6.2 Ensure smooth frontline operations in branch  | Be able to: <ul style="list-style-type: none"> <li>· Respond to customers' enquires and requests efficiently and accurately</li> <li>· Execute operational procedures in accordance with the bank's standards and other regulatory requirements</li> <li>· Handle problems in operations (e.g. direct customer traffic to ensure operational efficiency)</li> </ul>  |
|   |                            | 6.3 Execute back office operational procedures  | Be able to: <ul style="list-style-type: none"> <li>· Capture and verify transactions details entered into the bank systems</li> <li>· Calculate balance of daily cash flow</li> <li>· Identify and resolve unusual transactions</li> <li>· Resolve all discrepancies and perform reconciliation on a timely basis</li> <li>· Act as custodian of cash vault, blank international money orders, traveler checks, gift checks and other transactional products</li> <li>· Safe keep account documentation</li> </ul> |
|   |                            | 6.4 Develop and maintain customer relationship  | Be able to: <ul style="list-style-type: none"> <li>· Service customer needs and manage their accounts to develop and maintain customer relationship</li> <li>· Develop and maintain customer relationship with different segments of customers in branches by offering value-added service proactively</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Operational service, both frontline and back office, is carried out in compliance with the bank's standards and other regulatory requirements</li> <li>(ii) Excellent bank branch - customer relationship is established and maintained by using a wide range of professional communication and servicing skills</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Secured and Unsecured Loan Processing</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Formulate policies and guidelines for loan operations  |   |
| <b>2</b>  | <b>Code</b>                | BROSOL601A   |   |
| <b>3</b>  | <b>Range</b>               | Handling of different types of secured and unsecured loan applications for customers of retail banking, particularly involving the formulation of high level guidelines in the administrative aspects of the work in loan or mortgage financing  |   |
| <b>4</b>  | <b>Level</b>               | 6  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Conduct research on credit policies  | Be able to: <ul style="list-style-type: none"> <li>· Predict the future economic environment based on incomplete information such as growth in global economy, future prospect of different industries, financial needs of different people, etc. in order to develop suitable credit policies</li> <li>· Evaluate different approaches in credit policies, compare their performance under different scenarios in order to select the suitable approach</li> </ul> |
|   |                            | 6.2 Develop policies and guidelines for secured and unsecured loan processing  | Be able to: <ul style="list-style-type: none"> <li>· Develop policies, guidelines and administrative systems pertaining to loan or mortgage processing</li> <li>· Compile a list of all administrative systems required in loan and mortgage processing, including customer information and record storage systems, staff administrative systems and business transaction systems</li> </ul>  |
|   |                            | 6.3 Develop operations procedures on valuation of property and other collaterals   | Be able to: <ul style="list-style-type: none"> <li>· Formulate operations procedures on property, stocks, valuable assets and other collateral valuation based on market practice and the bank's specific credit strategies</li> <li>· Develop operations procedures on property foreclosure (e.g. selling of foreclosure, etc.) for the bank and monitor their implementation</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Design operations procedures and guidelines for secured and unsecured loan processing throughout the bank</li> <li>(ii) Design operations procedures on property and other valuable assets' valuation throughout the bank</li> </ul> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Secured and Unsecured Loan Processing |                            |   |  |   |
|--|----------------------------|---|--|---|
| 1  | <b>Title</b>               | Approve or decline secured and unsecured loan applications  |  |   |
| 2  | <b>Code</b>                | BROSOL501A  |  |   |
| 3  | <b>Range</b>               | Recommending loan allocation decisions when using a defined loan decision-making and disbursement system in handling loan or mortgage applications for customers of retail banking  |  |   |
| 4  | <b>Level</b>               | 5   |  |   |
| 5  | <b>Credit</b>              | 4   |  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|  |                            | 6.1   | Evaluate loan or mortgage applications           | Be able to: <ul style="list-style-type: none"> <li>· Understand the loan decision-making and disbursement process regarding the policies and practices of the bank</li> <li>· Analyze relevant information to calculate repayment ability and assess credit risk of potential clients</li> <li>· Information on repayment ability and credit risk assessment is analyzed and calculated by using appropriate criteria based on the bank's policies and practices</li> <li>· Determine approval or decline of the deals after evaluating the loan or mortgage applications and relevant documents</li> </ul> |
|  |                            | 6.2   | Recommend the loan or mortgage approval decision | Be able to: <ul style="list-style-type: none"> <li>· Recommend the loan approval or decline decision based on the information of applicant collected and the bank's policies and practices</li> <li>· Communicate the approval or decline decision to the customers and record the decision in line with the bank's policies and practices</li> <li>· Provide detailed reasoning of rejection in the case of a declined loan application and record the decision in line with the bank's policies and practices</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Loan or mortgage decision making and the implementation of the pay out process is fully understood and applied on assessing customers' application</li> <li>(ii) Recommendation of loan and mortgage approval or rejection are made in accordance to the bank's credit scoring schedule, internal policies and practices</li> </ol> |  |   |
| 8  | <b>Remarks</b>             |   |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Secured and Unsecured Loan Processing</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Develop and monitor property and other collaterals' valuation process  |   |
| <b>2</b>  | <b>Code</b>                | BROSOL502A   |   |
| <b>3</b>  | <b>Range</b>               | Development of valuation process and monitoring systems of all types of property for the purpose of handling loan or mortgage applications for customers of retail banking                 |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1  | Analyze methods in property valuation<br>Be able to: <ul style="list-style-type: none"> <li>· Analyze the bank's strategies and economic development in order to design a approach which is the most suitable to the bank</li> <li>· Identify and liaise with external property valuation vendors to execute the task; monitor their on-going performance to ensure compliance with the bank's policies and strategies</li> </ul>   |
|   |                            | 6.2  | Develop and monitor valuation process<br>Be able to: <ul style="list-style-type: none"> <li>· Aware of the analysis and interpretation of property valuation data available in the market and their implications on loan and mortgage businesses of the bank</li> <li>· Establish sound and accurate valuation principles and techniques to strike a balance between the protection of the interest of loan customers and reducing the bank's credit risk</li> <li>· Develop systems to monitor property valuation process for evaluating risk level accurately for the bank</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Process maps and/or guidelines on property valuation are developed or made available in the bank for responsible staff to follow |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Secured and Unsecured Loan Processing |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Oversee operations support on secured and unsecured loan processing   |  |
| 2  | <b>Code</b>                | TBD   |  |
| 3  | <b>Range</b>               | Keep track of the policy development and set guidelines for loan processing; lead team members to execute applications for customers of retail banking involving disbursement of fund regarding term loans, revolving credit, mortgage on residential, commercial and industrial properties. Disbursement of funds include full payment on ordinary loans and further advances on existing loans granted in the name of individual customers and/or small and medium sized business enterprises |  |
| 4  | <b>Level</b>               | 5   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Understand the procedures in processing secured and unsecured loans   | Be able to: <ul style="list-style-type: none"> <li>· Keep track of market trends and take it for consideration of loan processing policies and guidelines review</li> <li>· Understand the procedures and requirements in processing approved loans of all types and mortgage in order to execute the tasks independently</li> <li>· Direct and instruct team members to process approved secured and unsecured loans transactions in compliance with the bank's policies and procedural requirements</li> </ul>   |
|  |                            | 6.2 Handle transaction processing after approval of loans or mortgages  | Be able to: <ul style="list-style-type: none"> <li>· Review customer information and loan or mortgage record in correspondence with loan application and agreement after the initial verification is completed by team members</li> <li>· Double check and reconfirm the accuracy of the calculated guarantees and loan disbursement amount in accordance to the record of application</li> <li>· Manage and follow up the arrangement of loans disbursement proceeds to customers or solicitors</li> <li>· Lead members to consult with customers in verification of financial or credit transactions when necessary</li> <li>· Handle customers' enquiries or complaints referred from frontline colleagues in regards to customers loan processing</li> </ul> |
|  |                            | 6.3 Process back-office tasks after approval of loans or mortgages  | Be able to: <ul style="list-style-type: none"> <li>· Verify and review calculation of interest, principal, payment, cost and etc.</li> <li>· Review to ensure all terms and conditions are met as per loan agreement before the disbursement of fund</li> <li>· Follow the standard procedures to review the loan approval process to ensure it is error free and interests of all parties are well taken care</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Approved loans are disbursed to customers on time in accordance with the bank's instructions</li> <li>(ii) Legitimacy of loan disbursement request is verified according to the bank's specific policies and procedures</li> <li>(iii) The bank as a lender is in possession of all documentation required in terms of loan or mortgage agreement and conditions</li> </ol>                       |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Secured and Unsecured Loan Processing |                            |   |
|--|----------------------------|---|
| 1  | <b>Title</b>               | Verify information on loan applications   |
| 2  | <b>Code</b>                | BROSOL401A  |
| 3  | <b>Range</b>               | Handling of different kinds of information for loan or mortgage applications for customers of retail banking  |
| 4  | <b>Level</b>               | 4   |
| 5  | <b>Credit</b>              | 3   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|  |                            | 6.1 Examine loan or mortgage applications   |
|  |                            | 6.2 Prepare relevant documents before disbursement of loans   |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Examine all necessary documents and analyze applicants' financial conditions (e.g. credit histories, property evaluations, etc.)</li> <li>· Liaise with credit bureau or other business counterparts to exchange credit information related to applicants</li> <li>· Calculate feasibility of granting loans and degree of risk involved in extending the loans</li> <li>· Examine data regarding the application captured from customers and identify irregularities or missing information</li> <li>· Calculate interest rates and formulate repayment schedules based on information (e.g. earnings, savings, payment history, etc.)</li> </ul>  |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Consolidate information regarding the loan or mortgage applicants according to the requirements of the bank</li> <li>· Compile a checklist of the required documents to disburse the loan in line with the bank's policies and practices</li> <li>· Verify and examine information or documents for loan or mortgage applications and agreements before disbursement of loans or mortgages</li> <li>· Present the required documents to customers for their acceptance in line with the bank's policies and practices</li> <li>· Explain the details of the standard loan or mortgage disbursement procedures to the customers and check understanding of his/ her responsibilities to repay the loan</li> <li>· Refine requirements on collateral and punishment during delay of payment or failure to pay against the terms and conditions</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <ol style="list-style-type: none"> <li>(i) Information of the loan applicant and the associated property in the case of a mortgage loan is collected and presented in detail according to the bank's policy and procedure</li> <li>(ii) Processing of feasibility study for every loan or mortgage application</li> <li>(iii) Correct completion of application form is demonstrated according to the requirements of the form and the banks policies</li> <li>(iv) Accurate calculations on interest rates and repayment schedules for the loan or mortgage application in accordance with the bank's policies</li> <li>(v) Presentation of feasible terms and conditions on loan or mortgage for individual applicant</li> <li>(vi) Start loan disbursement process in line with the bank's policies and practices in case of loan approval; and explain to customers professionally about the reasons of rejection in case of decline application</li> </ol> |
| 8  | <b>Remarks</b>             |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Secured and Unsecured Loan Processing</b> |  |   |     |  |  |     |  |  |     |  |   |
|---|--|---|-----|--|--|-----|--|--|-----|--|---|
| <b>1</b>  | <b>Title</b>   | Conduct valuation or monitor external vendors to process the valuation on the collateral of customers   |     |  |  |     |  |  |     |  |   |
| <b>2</b>  | <b>Code</b>  | TBD   |     |  |  |     |  |  |     |  |   |
| <b>3</b>  | <b>Range</b>   | Processing valuation of full spectrum of asset classes, including equity, fixed income, cash liquidity, currency, unit trust fund, and real estate properties, etc. for the purpose of handling loan applications for customers of retail banking   |     |  |  |     |  |  |     |  |   |
| <b>4</b>  | <b>Level</b>   | 4   |     |  |  |     |  |  |     |  |   |
| <b>5</b>  | <b>Credit</b>  | 3   |     |  |  |     |  |  |     |  |   |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand and use appropriate valuation methods for different asset classes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Apply highly developed analytical and quantitative skills to capture a thorough understanding of financial markets, securities, real estate properties and all other asset types' valuation</li> <li>· Deliver a clear and concise methodology on customer asset valuation under significant uncertainty</li> <li>· Follow guidelines and standard operational processes on the valuation of the full spectrum of asset classes, including equity, fixed income, cash liquidity, currency, unit trust fund, real estate properties, etc.</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Collect data useful for collateral asset valuation</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Collate specific data on asset valuation from different sources and prepare updated reports periodically</li> <li>· Collect and maintain documentation that supports new and revised property valuations</li> <li>· Use different methods to collect general information on asset values for the purpose of conducting research on current market trends and future outlooks</li> <li>· Respond to clients' queries promptly, liaise with related parties for clients' requests on collateral valuations</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Execute valuation professionally and based on the result to assist credit line offering to customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Monitor external vendors to execute the evaluation by assessing recent market prices of local area real estate, together with proven methods and procedures for analyzing comparable properties to establish an estimated fair market value</li> <li>· Conduct property valuation together with external vendors in accordance to the established policies on property foreclosure (e.g. selling of foreclosure, etc.) of the bank; take necessary steps to ensure all internal and external rules, compliance, regulations are met and general banking industry practices and standards are followed during the processes of valuation</li> <li>· Execute valuation of non-real estate property assets by assessing recent market prices of different types of assets, together with proven methods and procedures for analysis to establish an estimated fair market value of the collateral; take steps to ensure the the assessed value is equitable and interests of all parties are protected</li> <li>· Provide recommendations on offering of facilities or credit lines for new customers and existing accounts based on valuation results</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand and use appropriate valuation methods for different asset classes | Be able to: <ul style="list-style-type: none"> <li>· Apply highly developed analytical and quantitative skills to capture a thorough understanding of financial markets, securities, real estate properties and all other asset types' valuation</li> <li>· Deliver a clear and concise methodology on customer asset valuation under significant uncertainty</li> <li>· Follow guidelines and standard operational processes on the valuation of the full spectrum of asset classes, including equity, fixed income, cash liquidity, currency, unit trust fund, real estate properties, etc.</li> </ul> | 6.2 | Collect data useful for collateral asset valuation | Be able to: <ul style="list-style-type: none"> <li>· Collate specific data on asset valuation from different sources and prepare updated reports periodically</li> <li>· Collect and maintain documentation that supports new and revised property valuations</li> <li>· Use different methods to collect general information on asset values for the purpose of conducting research on current market trends and future outlooks</li> <li>· Respond to clients' queries promptly, liaise with related parties for clients' requests on collateral valuations</li> </ul> | 6.3 | Execute valuation professionally and based on the result to assist credit line offering to customers | Be able to: <ul style="list-style-type: none"> <li>· Monitor external vendors to execute the evaluation by assessing recent market prices of local area real estate, together with proven methods and procedures for analyzing comparable properties to establish an estimated fair market value</li> <li>· Conduct property valuation together with external vendors in accordance to the established policies on property foreclosure (e.g. selling of foreclosure, etc.) of the bank; 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| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Collection of data useful for asset collateral valuation by using different methods</li> <li>(ii) Execute valuation processes or monitor external vendors to execute the processes by assessing fair market values of different types of assets, together with proven methods and procedures</li> </ol>   |     |  |  |     |  |  |     |  |   |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |  |     |  |  |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Secured and Unsecured Loan Processing</b> |  |  |     |  |   |     |  |   |     |  |  |
|---|--|--|-----|--|---|-----|--|---|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Handle approved secured and unsecured loan transaction processing  |     |  |   |     |  |   |     |  |  |
| <b>2</b>  | <b>Code</b>  | BROSOL301A   |     |  |   |     |  |   |     |  |  |
| <b>3</b>  | <b>Range</b>   | Handling of loan or mortgage applications for customers of retail banking involving disbursement of fund regarding term loans, revolving credit, mortgage on residential, commercial and industrial properties. Disbursement of funds include full payment on ordinary loans and further advances on existing loans granted in the name of individual customers and/or small and medium sized business enterprises   |     |  |   |     |  |   |     |  |  |
| <b>4</b>  | <b>Level</b>   | 3  |     |  |   |     |  |   |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 3  |     |  |   |     |  |   |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the procedures in processing secured and unsecured loan</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the procedures and requirements in processing approved loan and mortgage in order to execute the tasks independently</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Handle transaction processing after approval of secured and unsecured loan</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Verify customer information and loan or mortgage record in correspondence with loan application and agreement</li> <li>· Check and reconfirm the accuracy of the calculated guarantees and loan disbursement amount in accordance to the record of application</li> <li>· Arrange disbursement of loans proceeds to customers or solicitors</li> <li>· Handle repayment for customers</li> <li>· Consult with customers to verify financial or credit transactions when necessary</li> <li>· Handle customers' enquiries or complaints in regards to their granted loan or mortgage</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Process back-office tasks after approval of secured and unsecured loan</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Compute and review calculation of interest, principal, payment, cost and etc.</li> <li>· Check to ensure all terms and conditions are met as per loan agreement before the disbursement of fund</li> <li>· File slips in customers' ledgers for billing and mailing charge statement to customers</li> <li>· Re-examine the value of collateral of applicants in order to ensure loan security</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the procedures in processing secured and unsecured loan | Be able to: <ul style="list-style-type: none"> <li>· Understand the procedures and requirements in processing approved loan and mortgage in order to execute the tasks independently</li> </ul> | 6.2 | Handle transaction processing after approval of secured and unsecured loan | Be able to: <ul style="list-style-type: none"> <li>· Verify customer information and loan or mortgage record in correspondence with loan application and agreement</li> <li>· Check and reconfirm the accuracy of the calculated guarantees and loan disbursement amount in accordance to the record of application</li> <li>· Arrange disbursement of loans proceeds to customers or solicitors</li> <li>· Handle repayment for customers</li> <li>· Consult with customers to verify financial or credit transactions when necessary</li> <li>· Handle customers' enquiries or complaints in regards to their granted loan or mortgage</li> </ul> | 6.3 | Process back-office tasks after approval of secured and unsecured loan | Be able to: <ul style="list-style-type: none"> <li>· Compute and review calculation of interest, principal, payment, cost and etc.</li> <li>· Check to ensure all terms and conditions are met as per loan agreement before the disbursement of fund</li> <li>· File slips in customers' ledgers for billing and mailing charge statement to customers</li> <li>· Re-examine the value of collateral of applicants in order to ensure loan security</li> </ul> |
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| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Approved loans are disbursed to customers on time in accordance with the bank's instructions</li> <li>(ii) Repayments are processed on time according to customers' repayments schedules</li> <li>(iii) Legitimacy of loan disbursement request is verified according to the bank's specific policies and procedures</li> <li>(iv) The bank as a lender is in possession of all documentation required in terms of loan or mortgage agreement and conditions</li> </ol>  |     |  |   |     |  |   |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |  |     |  |   |     |  |   |     |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Secured and Unsecured Loan Processing |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Maintain secured and unsecured loan account transaction records   |  |
| 2  | <b>Code</b>                | BROSOL302A  |  |
| 3  | <b>Range</b>               | Handling of loan or mortgage applications for customers of retail banking. This refers to the provision of customer service for loan or mortgage accounts. It may include the updating of account transaction orders, customer personal details and change of status instruction in respect of interest rates and outstanding balance of the loan   |  |
| 4  | <b>Level</b>               | 3   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Understand the procedures in handling transaction records   | Be able to: <ul style="list-style-type: none"> <li>Understand the procedures and requirements in maintaining loan account transaction records in order to execute the tasks independently</li> </ul>   |
|  |                            | 6.2 Maintain and update account records of granted loans or mortgages   | Be able to: <ul style="list-style-type: none"> <li>Update debit order details, interest rate changes details and payment date details of loan accounts</li> <li>Update customer personal details of the loan accounts including changes of customer names, marital status, address, phone number, e-mail address, repayment dates and method, etc.</li> <li>Prepare and update loan status reports and record loan related entries accurately</li> <li>Maintain and update record of credit and loan files (e.g. payments, charges, disbursements of funds, etc.)</li> <li>Compile and maintain various documents for loan closing (e.g. loan forms, tax receipts, etc.) and ensure proper documentation before the loan is drawn</li> <li>Provide relevant information to other business or operations units for credit or risk analysis by maintaining updated records in collection system</li> </ul> |
|  |                            | 6.3 Keep track on credit limits   | Be able to: <ul style="list-style-type: none"> <li>Relay credit reports to subscribers by different means (e.g. mail, e-mail, etc.)</li> <li>Monitor records on credit limits that comply with the bank's policies and standards</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Loan status reports reflect the real situation accurately on timely basis</li> <li>The relevant supporting documents for the change in loan account information are obtained and verified in accordance with the bank's specific risk management policies</li> <li>The account transactions and changes of customer information are checked to ensure that they are in compliance with all specific requirements of the bank</li> <li>Required information for credit or risk analysis is available to other business or operations units on time</li> <li>Customers' credit limits meet the bank's policies and standards</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Secured and Unsecured Loan Processing</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Handle loan operations  |   |
| <b>2</b>  | <b>Code</b>                | BRSDSL301A  |   |
| <b>3</b>  | <b>Range</b>               | Handle administrative work of applications related to the whole range of loan and mortgage product transactions made by customers through direct sales, phone banking, digital banking and / or over counter at branches  |   |
| <b>4</b>  | <b>Level</b>               | 3   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Understand the guidelines in loan application   | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's guidelines in loan application, relevant banking regulations and code of conduct in order to process the application independently</li> <li>· Understand the purposes, formats and requirements of different types of forms related to loan application in order to complete or conduct checking on the forms independently</li> </ul>                   |
|   |                            | 6.2 Process application of loan   | Be able to: <ul style="list-style-type: none"> <li>· contact applicants to obtain related financial and personal data for applications and assist them to complete necessary paperwork</li> <li>· Check accuracy and completeness of loan applications and help customers to make necessary amendments</li> <li>· Transfer applications to credit analysts or related units for verification and analysis</li> </ul>                |
|   |                            | 6.3 Follow up application process   | Be able to: <ul style="list-style-type: none"> <li>· Keep track of status of applications and contact applicants regarding acceptance or rejection of applications</li> <li>· Open loans account and proceed with other administrative work for customers upon approval of applications</li> <li>· Call for supplementary information or additional supporting documents from customers to complete the loan application</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) All necessary documents for loan application are prepared properly which can fulfill the requirements of the bank</li> <li>(ii) Tracking the status of loan applications and ensure customers are well informed of the progress of loan application status</li> </ul> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Wealth Management Services Processing</b> |   |   |     |   |  |     |  |  |
|---|---|---|-----|---|--|-----|--|--|
| <b>1</b>  | <b>Title</b>  | Formulate polices and guidelines for wealth management operations   |     |   |  |     |  |  |
| <b>2</b>  | <b>Code</b>   | BROSOI601A  |     |   |  |     |  |  |
| <b>3</b>  | <b>Range</b>  | Provision of wealth managment services to customers of retail banking by taking a leading position of defining the mechanics, procedures and administration processes of the different transactions for all investment instruments, insurance and saving products   |     |   |  |     |  |  |
| <b>4</b>  | <b>Level</b>  | 6   |     |   |  |     |  |  |
| <b>5</b>  | <b>Credit</b>   | 4   |     |   |  |     |  |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Define the mechanics and different trade cycles for all investment instrument, insurance and saving product types</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Conduct research on trade cycles in different markets for different investment instruments, insurance and saving products such as bonds, trust funds, deposit certificates, equity linked investment, money market fund, unit trust, investment linked insurance, life insurance, term insurance, etc. based on incomplete information</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Set guidelines for processing wealth management services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Set guidelines pertaining to investment, insurance and saving services processing in accordance with the established policies of the bank</li> <li>Design process chains for investment, insurance and saving transactions which involve various role players/participants such as product issuers and/or vendors appropriately in accordance with their respective roles in the specific trade cycle of the investment, insurance and saving products</li> <li>Build in a mechanism to ensure the process of executing orders, confirmation and settlement procedures are explained to customers per instrument or transaction</li> <li>Set guidelines on handling customer queries or concerns on wealth management products, such as rights and liabilities of different parties and root causes of settlement problems are understood and resolved</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Define the mechanics and different trade cycles for all investment instrument, insurance and saving product types | Be able to: <ul style="list-style-type: none"> <li>Conduct research on trade cycles in different markets for different investment instruments, insurance and saving products such as bonds, trust funds, deposit certificates, equity linked investment, money market fund, unit trust, investment linked insurance, life insurance, term insurance, etc. based on incomplete information</li> </ul> | 6.2 | Set guidelines for processing wealth management services | Be able to: <ul style="list-style-type: none"> <li>Set guidelines pertaining to investment, insurance and saving services processing in accordance with the established policies of the bank</li> <li>Design process chains for investment, insurance and saving transactions which involve various role players/participants such as product issuers and/or vendors appropriately in accordance with their respective roles in the specific trade cycle of the investment, insurance and saving products</li> <li>Build in a mechanism to ensure the process of executing orders, confirmation and settlement procedures are explained to customers per instrument or transaction</li> <li>Set guidelines on handling customer queries or concerns on wealth management products, such as rights and liabilities of different parties and root causes of settlement problems are understood and resolved</li> </ul> |
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| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Policies and operations guidelines for investment, insurance and saving services are established based on the results of the research on trade cycles</li> <li>Operating procedures of financial instruments, insurance and saving products are properly designed and correctly categorized in accordance with their nature in the processing systems as defined by the bank</li> </ol>   |     |   |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Wealth Management Services Processing</b> |   |   |     |   |   |     |   |  |     |                                       |   |
|---|---|---|-----|---|---|-----|---|--|-----|---------------------------------------|---|
| <b>1</b>  | <b>Title</b>  | Formulate terms and conditions for wealth management services   |     |   |   |     |   |  |     |                                       |   |
| <b>2</b>  | <b>Code</b>   | BROSOI501A  |     |   |   |     |   |  |     |                                       |   |
| <b>3</b>  | <b>Range</b>  | Provision of investment, insurance and saving services to customers of retail banking in the area of formulating terms and agreement with customers. The terms and agreement may include mandates and responsibilities, financial arrangement, calculation of the value on supporting assets of the investment plan and credit assessment of customers in terms of the bank's and statutory requirements  |     |   |   |     |   |  |     |                                       |   |
| <b>4</b>  | <b>Level</b>  | 5   |     |   |   |     |   |  |     |                                       |   |
| <b>5</b>  | <b>Credit</b>   | 4   |     |   |   |     |   |  |     |                                       |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Formulate plans for investment, insurance and saving services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop portfolio strategies for the services and explain their rationale to staff and/or customers</li> <li>· Develop recommendations of suitable services and explain basis of recommendation to staff and/or customers</li> <li>· Monitor and analyze factors affecting the performance/return of the services (e.g. future trends, risks, yield and etc.) in order to determine the policies and terms for different investment plans</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design terms and agreements for each deal</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Ensure terms and conditions for agreements on the services are consistent with internal standards and external regulations</li> <li>· Formulate statements of responsibilities to be taken by the bank representation and customers respectively</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Determine profit margin for each deal</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate costs and revenues of agreements to determine profit margin for each deal</li> <li>· Negotiate terms and agreement with customers based on cost and profit analysis of individual investment, insurance and saving plan structured</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Formulate plans for investment, insurance and saving services | Be able to: <ul style="list-style-type: none"> <li>· Develop portfolio strategies for the services and explain their rationale to staff and/or customers</li> <li>· Develop recommendations of suitable services and explain basis of recommendation to staff and/or customers</li> <li>· Monitor and analyze factors affecting the performance/return of the services (e.g. future trends, risks, yield and etc.) in order to determine the policies and terms for different investment plans</li> </ul> | 6.2 | Design terms and agreements for each deal | Be able to: <ul style="list-style-type: none"> <li>· Ensure terms and conditions for agreements on the services are consistent with internal standards and external regulations</li> <li>· Formulate statements of responsibilities to be taken by the bank representation and customers respectively</li> </ul> | 6.3 | Determine profit margin for each deal | Be able to: <ul style="list-style-type: none"> <li>· Evaluate costs and revenues of agreements to determine profit margin for each deal</li> <li>· Negotiate terms and agreement with customers based on cost and profit analysis of individual investment, insurance and saving plan structured</li> </ul> |
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| 6.2   | Design terms and agreements for each deal                     | Be able to: <ul style="list-style-type: none"> <li>· Ensure terms and conditions for agreements on the services are consistent with internal standards and external regulations</li> <li>· Formulate statements of responsibilities to be taken by the bank representation and customers respectively</li> </ul>  |     |   |   |     |   |  |     |                                       |   |
| 6.3   | Determine profit margin for each deal                         | Be able to: <ul style="list-style-type: none"> <li>· Evaluate costs and revenues of agreements to determine profit margin for each deal</li> <li>· Negotiate terms and agreement with customers based on cost and profit analysis of individual investment, insurance and saving plan structured</li> </ul>   |     |   |   |     |   |  |     |                                       |   |
| <b>7</b>  | <b>Assessment Criteria</b>                                    | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Corresponding policies and terms for individual services or plans are established</li> <li>(ii) Terms and agreements of investment, insurance and saving plans are in line with the risk profile and affordability of the client</li> <li>(iii) Terms and conditions and all relevant attachment in accordance with bank policy are laid out in the proposal and presented to the customers professionally</li> <li>(iii) Investment, insurance or saving plans agreement reached can be able to generate a reasonable profit margin for the bank</li> </ol>  |     |   |   |     |   |  |     |                                       |   |
| <b>8</b>  | <b>Remarks</b>  |   |     |   |   |     |   |  |     |                                       |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Wealth Management Services Processing |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Develop service protocol together with product vendors for wealth management services  |  |
| 2  | <b>Code</b>                | BROS01502A   |  |
| 3  | <b>Range</b>               | Provision of investment, insurance and saving services to customers of retail banking by developing a service protocol with different financial institutions and vendors including the agreement of relevant bridging operating systems and standard operating procedures to ensure customer transaction can be conducted across different parties smoothly  |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Identify suitable products and services from vendors   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate different vendors and source appropriate investment, insurance and saving products for sale in alignment with the strategies of the bank</li> <li>· Analyze characteristics of investment, insurance and saving products offered by business partners including their different systems of transaction processing and the inter-relationships between them</li> <li>· Navigate and operate through relevant transaction processing systems to ensure a smooth cross boundary operations is in place</li> </ul>   |
|  |                            | 6.2 Develop service protocol   | Be able to: <ul style="list-style-type: none"> <li>· Identify the different rules and regulatory requirements applicable to the products offered by the vendors and ensure they are observed in structuring the protocol</li> <li>· Define the objectives and principles relating to the business venture and ensure they can be looked after in the proposal</li> <li>· Analyze impacts and consequences of the regulations governing investment instruments, insurance and saving products; negotiate cooperating terms and conditions that provide sufficient protection to the bank</li> <li>· Develop service protocol to monitor implementation of financial planning services</li> <li>· Negotiate terms and conditions for the protocol with the product vendors in favor of the bank</li> <li>· Liaise with external parties (e.g. fund management agencies) to agree on terms on provision of products and update terms of agreement when necessary</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) A set of service protocol is presented in a form of terms of agreement for external service providers to follow</li> <li>(ii) The business alliance of the bank and its partners is in compliance with the regulatory requirements</li> <li>(iii) Identification of suitable investment, insurance and saving product vendors based on an analysis of financial and other information and data of potential business partners</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Wealth Management Services Processing</b> |  |  |     |  |  |     |   |  |     |   |  |
|---|--|--|-----|--|--|-----|---|--|-----|---|--|
| <b>1</b>  | <b>Title</b>   | Oversee operations support on wealth management services   |     |  |  |     |   |  |     |   |  |
| <b>2</b>  | <b>Code</b>  | TBD  |     |  |  |     |   |  |     |   |  |
| <b>3</b>  | <b>Range</b>   | Keep track of the policy development and set guidelines for wealth management operations support; manage and monitor the provision of wealth management services to customers of retail banking in the area of conducting administrative functions in an operations and support environment  |     |  |  |     |   |  |     |   |  |
| <b>4</b>  | <b>Level</b>   | 5  |     |  |  |     |   |  |     |   |  |
| <b>5</b>  | <b>Credit</b>  | 4  |     |  |  |     |   |  |     |   |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the procedures in processing operations support of wealth management services</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep track of market trends and take it for consideration of operations support policies and guidelines review of wealth management services</li> <li>· Understand the procedures and requirements in processing operations support of wealth management related services</li> <li>· Direct and instruct lead members to process operations support of wealth management related services in compliance with the bank's policies and procedural requirements</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Supervise the coordination of documentation according to customers' instruction</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Lead team members to negotiate and agree on the content of the instructions of customers</li> <li>· Conduct final check on client instructional mandate for validity of the bank - customer contractual relationship</li> <li>· Review and re-confirm relevant legislation and regulations related to the required client documentation are fully observed in order to meet compliance needs</li> <li>· Offer guidelines to identify the changed legal and regulatory requirements on customer documentation</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Supervise operations support processes for wealth management service transactions</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Monitor team members' performance to ensure they can perform transactions in accordance with customers' instructions and standard operating procedures of the bank</li> <li>· Review results of team members work on reconciliation of statements of other wealth management service providers</li> <li>· Monitor operations of service providers in investment funds, securities, insurance, MPF, etc. to ensure all compliance and regulations requirements are met</li> <li>· Coordinate and plan seminars for promotion of wealth management products and services provided by the bank in order to improve the efficiency of operations</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the procedures in processing operations support of wealth management services | Be able to: <ul style="list-style-type: none"> <li>· Keep track of market trends and take it for consideration of operations support policies and guidelines review of wealth management services</li> <li>· Understand the procedures and requirements in processing operations support of wealth management related services</li> <li>· Direct and instruct lead members to process operations support of wealth management related services in compliance with the bank's policies and procedural requirements</li> </ul> | 6.2 | Supervise the coordination of documentation according to customers' instruction | Be able to: <ul style="list-style-type: none"> <li>· Lead team members to negotiate and agree on the content of the instructions of customers</li> <li>· Conduct final check on client instructional mandate for validity of the bank - customer contractual relationship</li> <li>· Review and re-confirm relevant legislation and regulations related to the required client documentation are fully observed in order to meet compliance needs</li> <li>· Offer guidelines to identify the changed legal and regulatory requirements on customer documentation</li> </ul> | 6.3 | Supervise operations support processes for wealth management service transactions | Be able to: <ul style="list-style-type: none"> <li>· Monitor team members' performance to ensure they can perform transactions in accordance with customers' instructions and standard operating procedures of the bank</li> <li>· Review results of team members work on reconciliation of statements of other wealth management service providers</li> <li>· Monitor operations of service providers in investment funds, securities, insurance, MPF, etc. to ensure all compliance and regulations requirements are met</li> <li>· Coordinate and plan seminars for promotion of wealth management products and services provided by the bank in order to improve the efficiency of operations</li> </ul> |
| 6.1   | Understand the procedures in processing operations support of wealth management services | Be able to: <ul style="list-style-type: none"> <li>· Keep track of market trends and take it for consideration of operations support policies and guidelines review of wealth management services</li> <li>· Understand the procedures and requirements in processing operations support of wealth management related services</li> <li>· Direct and instruct lead members to process operations support of wealth management related services in compliance with the bank's policies and procedural requirements</li> </ul>   |     |  |  |     |   |  |     |   |  |
| 6.2   | Supervise the coordination of documentation according to customers' instruction          | Be able to: <ul style="list-style-type: none"> <li>· Lead team members to negotiate and agree on the content of the instructions of customers</li> <li>· Conduct final check on client instructional mandate for validity of the bank - customer contractual relationship</li> <li>· Review and re-confirm relevant legislation and regulations related to the required client documentation are fully observed in order to meet compliance needs</li> <li>· Offer guidelines to identify the changed legal and regulatory requirements on customer documentation</li> </ul>   |     |  |  |     |   |  |     |   |  |
| 6.3   | Supervise operations support processes for wealth management service transactions        | Be able to: <ul style="list-style-type: none"> <li>· Monitor team members' performance to ensure they can perform transactions in accordance with customers' instructions and standard operating procedures of the bank</li> <li>· Review results of team members work on reconciliation of statements of other wealth management service providers</li> <li>· Monitor operations of service providers in investment funds, securities, insurance, MPF, etc. to ensure all compliance and regulations requirements are met</li> <li>· Coordinate and plan seminars for promotion of wealth management products and services provided by the bank in order to improve the efficiency of operations</li> </ul>   |     |  |  |     |   |  |     |   |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) All transactions processed by team members are performed in accordance with customers' instructions and standard operating procedures of the bank</li> <li>(ii) Customers' enquiries regarding details of their financial plans are handled in an effective manner</li> <li>(iii) Changes instructed by clients are carried out by team members and documented in accordance to the bank's policies and procedure</li> <li>(iv) Legislative requirements relating to the specific customer's needs is identified and incorporated into their wealth management planning</li> </ol>   |     |  |  |     |   |  |     |   |  |
| <b>8</b>  | <b>Remarks</b>   |  |     |  |  |     |   |  |     |   |  |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Wealth Management Services Processing</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Provide operations support on wealth management services   |
| <b>2</b>  | <b>Code</b>                | BROSOI402A   |
| <b>3</b>  | <b>Range</b>               | Provision of wealth management services to customers of retail banking in the area of conducting administrative functions in a back office operations and support environment  |
| <b>4</b>  | <b>Level</b>               | 4  |
| <b>5</b>  | <b>Credit</b>              | 3  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Monitor and coordinate documentation according to customers' instruction   |
|   |                            | 6.2 Process operations support for wealth management transactions  |
|   |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Approve relevant client documentation</li> <li>· Negotiate and agree on the content of the instructions of customers</li> <li>· Review client instructional mandate regularly for continuous validity of the bank - customer contractual relationship</li> <li>· Apply relevant legislation and regulations to the required client documentation to ensure compliance</li> <li>· Identify the change requirements on customer documentation due to legal and regulatory requirements</li> </ul>  |
|   |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Verify authenticity of documents submitted by customers and request for further documents when necessary</li> <li>· Generate necessary documents to close transactions (e.g. confirmation statements, payment advices, contracts, etc.)</li> <li>· Undertake work of reconciliation of statements issued by other investment, insurance or saving service providers</li> <li>· Monitor operations of service providers in investment funds, securities, insurance, MPF ,etc.</li> <li>· Assist in conducting seminar for promotion of investment, insurance and saving products and services provided by the bank</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> <li>(i) All transactions are processed in accordance with customers' instructions and standard operating procedures of the bank</li> <li>(ii) Customers' enquiries regarding details of their financial plans are handled in an effective manner</li> <li>(iii) Changes instructed by clients are carried out and documented in accordance to the bank's policies and procedure</li> <li>(iv) Legislative requirements relating to the specific customer's needs is identified and incorporated into wealth management services</li> </ul>  |
| <b>8</b>  | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 2. Retail Banking operations and Support &gt; Wealth Management Services Processing</b> |   |  |     |   |  |     |                              |   |     |   |   |
|---|---|--|-----|---|--|-----|------------------------------|---|-----|---|---|
| <b>1</b>  | <b>Title</b>  | Maintain transaction records for investment, insurance and saving services   |     |   |  |     |                              |   |     |   |   |
| <b>2</b>  | <b>Code</b>   | BROSOI301A   |     |   |  |     |                              |   |     |   |   |
| <b>3</b>  | <b>Range</b>  | Provision of customer services to maintain investment account transactions, insurance records and saving plan balances including account opening, renewal, withdrawal, account closing, application, and resolving queries   |     |   |  |     |                              |   |     |   |   |
| <b>4</b>  | <b>Level</b>  | 3  |     |   |  |     |                              |   |     |   |   |
| <b>5</b>  | <b>Credit</b>   | 3  |     |   |  |     |                              |   |     |   |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the procedures in handling transaction records</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Understand the procedures and requirements in maintaining investment, insurance and saving transaction records in order to execute the tasks independently</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Maintain transaction records</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Authenticate and verify customer's instruction to renew an investment / saving plan or make changes to an insurance policy is in accordance with the bank and the product vendors' specific requirements</li> <li>Capture the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements</li> <li>Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.)</li> <li>Ensure required information are recorded in the database accurately</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Keep the bank and customers informed about the performance of their plans</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Prepare reports or statistics regarding performance of the portfolio to the bank and customers according to standardized templates</li> <li>Provide relevant information to customers on a regular basis or when customers have any enquiries</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the procedures in handling transaction records | Be able to: <ul style="list-style-type: none"> <li>Understand the procedures and requirements in maintaining investment, insurance and saving transaction records in order to execute the tasks independently</li> </ul> | 6.2 | Maintain transaction records | Be able to: <ul style="list-style-type: none"> <li>Authenticate and verify customer's instruction to renew an investment / saving plan or make changes to an insurance policy is in accordance with the bank and the product vendors' specific requirements</li> <li>Capture the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements</li> <li>Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.)</li> <li>Ensure required information are recorded in the database accurately</li> </ul> | 6.3 | Keep the bank and customers informed about the performance of their plans | Be able to: <ul style="list-style-type: none"> <li>Prepare reports or statistics regarding performance of the portfolio to the bank and customers according to standardized templates</li> <li>Provide relevant information to customers on a regular basis or when customers have any enquiries</li> </ul> |
| 6.1   | Understand the procedures in handling transaction records                 | Be able to: <ul style="list-style-type: none"> <li>Understand the procedures and requirements in maintaining investment, insurance and saving transaction records in order to execute the tasks independently</li> </ul>   |     |   |  |     |                              |   |     |   |   |
| 6.2   | Maintain transaction records  | Be able to: <ul style="list-style-type: none"> <li>Authenticate and verify customer's instruction to renew an investment / saving plan or make changes to an insurance policy is in accordance with the bank and the product vendors' specific requirements</li> <li>Capture the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements</li> <li>Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.)</li> <li>Ensure required information are recorded in the database accurately</li> </ul>  |     |   |  |     |                              |   |     |   |   |
| 6.3   | Keep the bank and customers informed about the performance of their plans | Be able to: <ul style="list-style-type: none"> <li>Prepare reports or statistics regarding performance of the portfolio to the bank and customers according to standardized templates</li> <li>Provide relevant information to customers on a regular basis or when customers have any enquiries</li> </ul>  |     |   |  |     |                              |   |     |   |   |
| <b>7</b>  | <b>Assessment Criteria</b>  | <p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> <li>(i) Updated and accurate records on investment, insurance and saving transactions of customers can be retrieved from a systematic database of the bank by relevant parties conveniently</li> <li>(ii) Reports on the performance of the portfolio received by both the bank and customers regularly</li> <li>(iii) Reports and data related to customers' investment, insurance or saving transactions are properly stored in the database or custody of the bank</li> <li>(iv) The customer's query is identified, interpreted and resolved by using relevant information and supporting resources</li> </ul>  |     |   |  |     |                              |   |     |   |   |
| <b>8</b>  | <b>Remarks</b>  |  |     |   |  |     |                              |   |     |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Card Processing |   |  |     |   |  |     |  |   |     |   |   |
|--|---|--|-----|---|--|-----|--|---|-----|---|---|
| 1  | <b>Title</b>  | Develop and enforce policies and operational procedures on credit card business  |     |   |  |     |  |   |     |   |   |
| 2  | <b>Code</b>   | BROSOC601A   |     |   |  |     |  |   |     |   |   |
| 3  | <b>Range</b>  | Provision of credit card services to customers of retail banking in the area of developing holistic policies, strategies and plans of both business and operations   |     |   |  |     |  |   |     |   |   |
| 4  | <b>Level</b>  | 6  |     |   |  |     |  |   |     |   |   |
| 5  | <b>Credit</b>   | 4  |     |   |  |     |  |   |     |   |   |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop policies and operational procedures on credit card business</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct research on information obtained from all systems, resources, processes and procedures within the bank for the formulation of card business policies</li> <li>· Ensure that the bank's policies are in alignment with the latest development by conducting research on general customer behaviors and consumption trends of the market based on incomplete information</li> <li>· Develop operations plans for implementing the policies and strategies in the identified priority areas</li> <li>· Liaise with other business or operations units in formulating operational procedures to support the product features of credit cards</li> <li>· Consult all relevant stakeholders to determine an acceptable approach of formulating card related operating procedures on the basis of cost-benefit and value-added analyses</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Enforce implementation of operational procedures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design measures to enforce and implement policies pertaining to credit card processing and credit cycle to optimize risk or balance business yield for card products</li> <li>· Define specific principles and achievable objectives of the card business strategies, policies and operations mode with potential impact identified</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Exhibit professionalism in developing and implementing operational procedures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop policies and procedures which take the interests of customers and the bank into consideration</li> <li>· Take steps to ensure standard operational procedures are strictly followed by team members</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop policies and operational procedures on credit card business | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on information obtained from all systems, resources, processes and procedures within the bank for the formulation of card business policies</li> <li>· Ensure that the bank's policies are in alignment with the latest development by conducting research on general customer behaviors and consumption trends of the market based on incomplete information</li> <li>· Develop operations plans for implementing the policies and strategies in the identified priority areas</li> <li>· Liaise with other business or operations units in formulating operational procedures to support the product features of credit cards</li> <li>· Consult all relevant stakeholders to determine an acceptable approach of formulating card related operating procedures on the basis of cost-benefit and value-added analyses</li> </ul> | 6.2 | Enforce implementation of operational procedures | Be able to: <ul style="list-style-type: none"> <li>· Design measures to enforce and implement policies pertaining to credit card processing and credit cycle to optimize risk or balance business yield for card products</li> <li>· Define specific principles and achievable objectives of the card business strategies, policies and operations mode with potential impact identified</li> </ul> | 6.3 | Exhibit professionalism in developing and implementing operational procedures | Be able to: <ul style="list-style-type: none"> <li>· Develop policies and procedures which take the interests of customers and the bank into consideration</li> <li>· Take steps to ensure standard operational procedures are strictly followed by team members</li> </ul> |
| 6.1  | Develop policies and operational procedures on credit card business           | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on information obtained from all systems, resources, processes and procedures within the bank for the formulation of card business policies</li> <li>· Ensure that the bank's policies are in alignment with the latest development by conducting research on general customer behaviors and consumption trends of the market based on incomplete information</li> <li>· Develop operations plans for implementing the policies and strategies in the identified priority areas</li> <li>· Liaise with other business or operations units in formulating operational procedures to support the product features of credit cards</li> <li>· Consult all relevant stakeholders to determine an acceptable approach of formulating card related operating procedures on the basis of cost-benefit and value-added analyses</li> </ul>   |     |   |  |     |  |   |     |   |   |
| 6.2  | Enforce implementation of operational procedures                              | Be able to: <ul style="list-style-type: none"> <li>· Design measures to enforce and implement policies pertaining to credit card processing and credit cycle to optimize risk or balance business yield for card products</li> <li>· Define specific principles and achievable objectives of the card business strategies, policies and operations mode with potential impact identified</li> </ul>  |     |   |  |     |  |   |     |   |   |
| 6.3  | Exhibit professionalism in developing and implementing operational procedures | Be able to: <ul style="list-style-type: none"> <li>· Develop policies and procedures which take the interests of customers and the bank into consideration</li> <li>· Take steps to ensure standard operational procedures are strictly followed by team members</li> </ul>  |     |   |  |     |  |   |     |   |   |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Consultation with relevant stakeholders for the formulation of card business policies, strategies and operational procedures</li> <li>(ii) Card business policies, strategies and operational procedures are developed and agreement of key stakeholder is sought</li> <li>(iv) Design of measures to ensure policies in credit card business are implemented within the bank effectively</li> </ol>   |     |   |  |     |  |   |     |   |   |
| 8  | <b>Remarks</b>  |  |     |   |  |     |  |   |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Card Processing |                            |  |   |  |
|--|----------------------------|--|---|--|
| 1  | <b>Title</b>               | Approve or decline credit card applications  |   |  |
| 2  | <b>Code</b>                | BROSOC501A   |   |  |
| 3  | <b>Range</b>               | Provision of credit card services to customers of retail banking in making decision on the applications for new credit card products made by existing customers and new-customers  |   |  |
| 4  | <b>Level</b>               | 5  |   |  |
| 5  | <b>Credit</b>              | 4  |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Evaluate new credit card product application      | Be able to: <ul style="list-style-type: none"> <li>· Evaluate information in credit card application forms and other supporting documents submitted by applicants to examine its completeness and regularity for the purpose of processing new credit card applications</li> <li>· Identify needs for acquiring additional information from applicants, branches, other service channels and/or other banks and credit bureau for validation</li> <li>· Assess and judge the eligibility of applicants for issuing new credit cards in accordance with the bank's policies and card companies' regulations</li> </ul>                  |
|  |                            | 6.2  | Approve or decline on credit card applications    | Be able to: <ul style="list-style-type: none"> <li>· Approve or decline on applications after evaluating the applicants against the checking and credit criteria stated in policies of the bank</li> <li>· Set credit limits for purchases and cash advances for new cardholders based on their financial standing</li> <li>· Give instructions to issue and emboss new cards for successful applications in accordance with the bank's policies</li> <li>· Process declined applications including the advisory of the declined status and resolving of queries regarding the rationale of disapproval to relevant parties</li> </ul> |
|  |                            | 6.3  | Exhibit professionalism in approving applications | Be able to: <ul style="list-style-type: none"> <li>· Respect applicants' privacy and take all necessary actions to safeguard their personal and account information</li> <li>· Take steps to ensure the assessment of applications is equitable and customers' interest is well taken care</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Application is scrutinized for completeness and approval/declination decision is made in accordance with the bank's policies and practices</li> <li>(ii) Provision of rationale on declined credit card applications based on the results of assessment on the applicants</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Card Processing |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Oversee credit card account and transactions processing  |  |
| 2  | <b>Code</b>                | TBD  |  |
| 3  | <b>Range</b>               | Keep track of the policy development and set guidelines for credit card account and transactions processing; provide credit card product services to customers of retail banking in the area of processing credit card transactions and accounts services for customers and merchant members in a banking operations environment. It refers to screen and process new credit card applications for validation; process approved and declined card transactions; and supervise any other on-going account services                    |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Understand the procedures in operations support of credit card account services and monitor all related transaction processing   | Be able to: <ul style="list-style-type: none"> <li>Keep track of market trends and take it for consideration of operations support policies and guidelines' review of credit card account and transactions processing</li> <li>Understand the procedures and requirements in processing credit card transactions and supervise team members to execute the work effectively</li> <li>Monitor transactions processed by team members are in line with the bank's policies and service standards to ensure different kinds of transactions (e.g. payment, cancellation, chargeback, etc.) are handled in an accurate and timely manner</li> <li>Liaise with other business or operations units to spot and detect any suspicious card transactions</li> <li>Oversee new credit card applications; ensure adherence to credit policies and process within standard turnaround time</li> </ul> |
|  |                            | 6.2 Supervise to ensure quality of credit card services  | Be able to: <ul style="list-style-type: none"> <li>Supervise hotline services by providing guidelines and service standards to ensure that quality services in handling enquiries or complaints are delivered to customers</li> <li>Monitor follow up actions in accordance with customers' enquiries and complaints when necessary</li> <li>Oversee correspondence management and ensure information accuracy of customers database</li> </ul>  |
|  |                            | 6.3 Ensure quality of credit card services; identify improvement areas and implement solutions   | Be able to: <ul style="list-style-type: none"> <li>Lead team members to Identify factors influencing quality of credit card services based on their interaction with customers, merchants and other business partners; and to develop improvement measures</li> <li>Identify improvement areas of credit card services; determine intervention strategies and develop action plans to remove the root causes that affect the quality of credit card services</li> <li>Review credit card services and operations processes regularly, take steps to ensure all compliance and regulatory requirements are fully met</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Credit card application is scrutinized for completeness and prepared for validation in accordance with the bank's specifications</li> <li>Accurate and timely reports on all types of credit card transactions are generated by team members and distributed to relevant parties for their follow-up in regular basis</li> <li>Identification of improvement strategies of credit card services and design implementation plans</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Card Processing |  |   |     |  |   |     |  |   |     |  |   |
|--|--|---|-----|--|---|-----|--|---|-----|--|---|
| 1  | <b>Title</b>   | Manage credit card business portfolio   |     |  |   |     |  |   |     |  |   |
| 2  | <b>Code</b>  | BROSOC401A  |     |  |   |     |  |   |     |  |   |
| 3  | <b>Range</b>   | Design a framework to collate data related to factors influencing card business of the bank and develop a business model to manage its portfolio effectively in order to provide quality credit card services to the customers of retail banking  |     |  |   |     |  |   |     |  |   |
| 4  | <b>Level</b>   | 4   |     |  |   |     |  |   |     |  |   |
| 5  | <b>Credit</b>  | 3   |     |  |   |     |  |   |     |  |   |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Manage the quality of credit card business portfolio</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review portfolio of different card holders and decide on credit initiation and credit extension regularly to minimize risk and ensure portfolio quality</li> <li>· Coordinate with other business or operations units regarding recovery from problem accounts to minimize loss to the bank</li> <li>· Monitor delinquency, over-limit and write-off level to ensure the quality of credit base</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Assess the quality of credit card business portfolio</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Assess credit status of cardholders through reviewing transaction records properly</li> <li>· Verify customers' information in order to ensure accuracy and validity of credit scoring</li> <li>· Review information on portfolio mix, cardholders information, profitability of different segments and cardholders in order to assess risk and profitability of card products</li> <li>· Review transactions records (e.g. daily hot card lists, report on lost cards, overdraft, etc.) to assess the risks of each card holders</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Exhibit professionalism in assessing credit card business profolio</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Strike an optimal balance between the interests of the different customer segment groups and the bank when reviewing the quality of credit card business portfolio</li> <li>· Take steps to ensure customers' interests is well considered when assessing credit card business profolio and improvement measures are introduced</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Manage the quality of credit card business portfolio | Be able to: <ul style="list-style-type: none"> <li>· Review portfolio of different card holders and decide on credit initiation and credit extension regularly to minimize risk and ensure portfolio quality</li> <li>· Coordinate with other business or operations units regarding recovery from problem accounts to minimize loss to the bank</li> <li>· Monitor delinquency, over-limit and write-off level to ensure the quality of credit base</li> </ul> | 6.2 | Assess the quality of credit card business portfolio | Be able to: <ul style="list-style-type: none"> <li>· Assess credit status of cardholders through reviewing transaction records properly</li> <li>· Verify customers' information in order to ensure accuracy and validity of credit scoring</li> <li>· Review information on portfolio mix, cardholders information, profitability of different segments and cardholders in order to assess risk and profitability of card products</li> <li>· Review transactions records (e.g. daily hot card lists, report on lost cards, overdraft, etc.) to assess the risks of each card holders</li> </ul> | 6.3 | Exhibit professionalism in assessing credit card business profolio | Be able to: <ul style="list-style-type: none"> <li>· Strike an optimal balance between the interests of the different customer segment groups and the bank when reviewing the quality of credit card business portfolio</li> <li>· Take steps to ensure customers' interests is well considered when assessing credit card business profolio and improvement measures are introduced</li> </ul> |
| 6.1  | Manage the quality of credit card business portfolio               | Be able to: <ul style="list-style-type: none"> <li>· Review portfolio of different card holders and decide on credit initiation and credit extension regularly to minimize risk and ensure portfolio quality</li> <li>· Coordinate with other business or operations units regarding recovery from problem accounts to minimize loss to the bank</li> <li>· Monitor delinquency, over-limit and write-off level to ensure the quality of credit base</li> </ul>   |     |  |   |     |  |   |     |  |   |
| 6.2  | Assess the quality of credit card business portfolio               | Be able to: <ul style="list-style-type: none"> <li>· Assess credit status of cardholders through reviewing transaction records properly</li> <li>· Verify customers' information in order to ensure accuracy and validity of credit scoring</li> <li>· Review information on portfolio mix, cardholders information, profitability of different segments and cardholders in order to assess risk and profitability of card products</li> <li>· Review transactions records (e.g. daily hot card lists, report on lost cards, overdraft, etc.) to assess the risks of each card holders</li> </ul>   |     |  |   |     |  |   |     |  |   |
| 6.3  | Exhibit professionalism in assessing credit card business profolio | Be able to: <ul style="list-style-type: none"> <li>· Strike an optimal balance between the interests of the different customer segment groups and the bank when reviewing the quality of credit card business portfolio</li> <li>· Take steps to ensure customers' interests is well considered when assessing credit card business profolio and improvement measures are introduced</li> </ul>   |     |  |   |     |  |   |     |  |   |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Problem accounts can be settled within an acceptable time frame as specified by the bank</li> <li>(ii) The credit card business portfolio of the bank is maintained at a considerable low risk and acceptable profitability level as defined by the bank</li> </ol>   |     |  |   |     |  |   |     |  |   |
| 8  | <b>Remarks</b>   |   |     |  |   |     |  |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Card Processing |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Handle credit card transactions processing  |  |
| 2  | <b>Code</b>                | BROSOC402A  |  |
| 3  | <b>Range</b>               | Provision of credit card product services to customers of retail banking in the area of processing credit card transactions for customers and merchant members in a banking operations environment. It refers to screen and process new credit card applications for validation and to process approved and declined card transactions  |  |
| 4  | <b>Level</b>               | 4   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Monitor credit card transaction processing  | Be able to: <ul style="list-style-type: none"> <li>· Oversee new account applications; ensure adherence to credit policies and process within standard turnaround time</li> <li>· Capture application details for individual credit card product applicant and generate account numbers for approved application accordingly</li> <li>· Maintain records of cardholders accounts and review their past record to manage anticipated risks</li> <li>· Liaise with other business or operations units to spot and detect any suspicious card transactions</li> <li>· Process inter-bank settlements</li> <li>· Monitor transaction processing to ensure different kinds of transactions (e.g. payment, cancellation, chargeback, etc.) are handled in an accurate and timely manner</li> </ul> |
|  |                            | 6.2 Liaise with merchants for credit card transactions  | Be able to: <ul style="list-style-type: none"> <li>· Verify and implement merchant authorization requests</li> <li>· Record sales slips forwarded by different merchants and ensure the data is accurate</li> <li>· Handle reports of lost and stolen cards and report the cases to merchants</li> </ul>   |
|  |                            | 6.3 Handle complex credit card transactions processing and take actions professionally  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate transaction details in order to assess credit status of cardholders and take necessary steps to protect their interests</li> <li>· Handle authorization requests for cardholders whose purchase or cash advances have exceeded the stated limit according to qualification criteria set by the bank; make decision cautiously with an aim to assess equitably and protect the interests of the bank</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Credit card application is scrutinized for completeness and prepared for validation in accordance with the bank's specifications</li> <li>(ii) New qualified credit cards are issued within the standard turnaround time and complied with the bank's credit policies</li> <li>(iii) Accurate and timely reports on lost and stolen cards are generated and distribute to relevant parties for their follow-up in regular basis</li> <li>(iv) Credit card transaction are carried out accurately with liaison with different merchants</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 2. Retail Banking operations and Support &gt; Vendor Management</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Develop vendor acquisition plan for credit card services  |  |
| <b>2</b>  | <b>Code</b>                | BROSOV501A  |  |
| <b>3</b>  | <b>Range</b>               | Planning and implementation of vendor management related to credit card services. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events   |  |
| <b>4</b>  | <b>Level</b>               | 5   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Identify needs of vendor services   | Be able to: <ul style="list-style-type: none"> <li>· Conduct costs and benefits analysis of conducting particular functions in-house versus outsourcing to external vendors</li> <li>· Identify needs of vendor services based on the results of costs and benefits analysis</li> </ul>  |
|   |                            | 6.2 Translate the identified needs of vendor services into specifications on services required  | Be able to: <ul style="list-style-type: none"> <li>· Outline specifications on services required after obtaining an understanding of the needs of service units</li> <li>· Structure vendor sourcing guidelines as per the service specification defined together with respective service units</li> <li>· Vendor sourcing guidelines are applied as per the service specification defined together with respective service units</li> </ul>   |
|   |                            | 6.3 Develop vendor acquisition plan while interests of the bank and vendors are balanced  | Be able to: <ul style="list-style-type: none"> <li>· Develop and formulate policies and code of conduct to regulate activities on vendor management; take steps to ensure the bank's business plans and operational procedures are appropriately followed while interests of all parties are well taken care</li> <li>· Select vendor in compliance with the vendor management policies and procedures</li> <li>· Structure process of assessing suitable vendors in detail to meet both business needs and service units' requirements</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Specifications of vendor services requirement are identified and confirmed by respective service units of credit card centre</li> <li>(ii) Costs and benefits analysis conducted with recommendations supported by valid figures prior to the employment of any vendor services</li> <li>(iii) Policies and code of conduct of vendor management are established and implemented throughout the bank</li> <li>(iv) The process for assessing a suitable vendor to satisfy business needs and match service units' requirements is defined and explained to relevant parties including the vendor candidates as set out by the standard practices of the bank</li> <li>(v) Vendors are appointed in compliance with the vendor management policies and procedures</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Vendor Management |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Oversee procurement and monitor vendors' performance related to credit card service provision   |  |
| 2  | <b>Code</b>                | BROSOV502A  |  |
| 3  | <b>Range</b>               | Planning and implementation of vendor management related to credit card services. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events   |  |
| 4  | <b>Level</b>               | 5   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Establish procurement guidelines and procedures   | Be able to: <ul style="list-style-type: none"> <li>Establish guidelines and procedures in regulating corporate procurements</li> <li>Take actions to ensure the established guidelines and procedures are observed and implemented by responsible parties</li> </ul>   |
|  |                            | 6.2 Process procurement   | Be able to: <ul style="list-style-type: none"> <li>Aggregate all vendor information, including vendor profiles, contacts, facilities, projects conducted and track record</li> <li>Coordinate information necessary for vendor evaluation by soliciting relevant information from vendors and surveying opinions from users etc.</li> <li>Source appropriate vendors after grasping an understanding of the services provided by them through different channels</li> <li>Make decisions on vendor selection after evaluating different sources of information (e.g. proposal, interviews, past records, etc.)</li> <li>Review of all contracts and agreements of the bank before engagement with any third party external vendors</li> <li>Negotiate terms and conditions with vendors in order to maximize benefits of the bank</li> <li>Set key performance objectives and service standards for vendors and enter into an agreement for periodic assessment</li> </ul> |
|  |                            | 6.3 Monitor performance and compliance of vendors   | Be able to: <ul style="list-style-type: none"> <li>Minimize and manage risk associated with vendor relationships by tracking key performance indicators and the status of deliverables</li> <li>Measure and report vendor compliance with all relevant policies and procedures of the bank and regulatory requirements of the banking industry</li> <li>Track and address areas of non-performance and non-compliance identified in the vendor assessment process; take remedy actions properly and openly discussed with vendors</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Guidelines and procedures for procurement are established and implemented throughout the bank</li> <li>Qualified vendors lists of respective required services are compiled for service units' reference</li> <li>Performance goals and measures set for vendors are aligned with the bank's standards and industry practices and values</li> <li>Performance of vendors is monitored and assessed on an ongoing basis against performance goals set</li> <li>Performance records of vendors are analyzed to identify variations in performance and to compile a improvement action plan</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 2. Retail Banking operations and Support > Vendor Management |                     |  |  |
|--|---------------------|--|--|
| 1  | Title               | Monitor quality of vendor services   |  |
| 2  | Code                | BROSOV401A   |  |
| 3  | Range               | Planning and implementation of vendor management related to credit card services to uphold the quality of their service delivered to customers. It may include but not limited to hotline services, direct mailing services and ad hoc marketing events  |  |
| 4  | Level               | 4  |  |
| 5  | Credit              | 3  |  |
| 6  | Competency          | <b>Performance Requirement</b>   |  |
|  |                     | 6.1 Liaise with vendors in relations to their given services   | Be able to: <ul style="list-style-type: none"> <li>· Set service standards and performance measurement together with vendors and compile strategic plan for monitoring their operations</li> <li>· Acquire, collate and analyze relevant reliable business performance yardsticks and service quality measurements of the vendors</li> <li>· Compare performance of vendors' results to goals of the business projection, operating plan and service standards set</li> <li>· Communicate with vendors during the course on issues related to vendor services (e.g. repair, maintenance, complaints, etc.)</li> <li>· Develop and implement service improvement plans for the vendors and obtain their agreement</li> </ul>  |
|  |                     | 6.2 Conduct contract administration and monitoring   | Be able to: <ul style="list-style-type: none"> <li>· Conduct contract administration and monitoring for individual vendors throughout the contract period</li> <li>· Define vendor contract administration activities in terms of their importance to the card business and the operational procedures required to monitor their application</li> <li>· Communicate and obtain agreement with vendors on the procedures and time required to complete work tasks of the service contract to ensure a mutual understanding of the expectations</li> <li>· Monitor performance of vendors and evaluate its compliance to regulatory requirements (e.g. customer data protection)</li> <li>· Monitor performance of vendors and evaluate its compliance to the agreements as stated on the contracts</li> </ul> |
|  |                     | 6.3 Exhibit professionalism in vendor management   | Be able to: <ul style="list-style-type: none"> <li>· Take necessary steps to maintain the proper balance of interests between vendors and the bank when implementing vendor contract management processes</li> <li>· Comply with the requirements of compliance, laws and regulations when enforcing vendor administration and monitoring procedures</li> </ul>  |
| 7  | Assessment Criteria | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Producing regular reports on contract administration and monitoring regularly to uphold the service quality of vendors</li> <li>(ii) Performance standards and service quality measurement instruments that could use to measure vendors' operations are identified and adopted for monitory purpose</li> <li>(iii) Actual performance of vendors are compared with projected results as planned to determine degree of compatibility and future viability of cooperations</li> <li>(iv) Detailed action plans to improve the service quality of vendors are developed based on established performance criteria and improvement areas identified</li> </ol> |  |
| 8  | Remarks             |  |  |



## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 3. Competency Matrix of Credit Management |   |  |  |  |  |
|---|---|--|--|--|--|
| QF Level                                  | 3.1 Credit Strategy, Policy and Procedure Development   | 3.2 Credit Acquisition   | 3.3 Portfolio Management   | 3.4 Debt Collections   | 3.5 Credit Systems and Maintenance   |
| 7   |   |  |  |  |  |
| 6   | Develop and review credit products / features<br><br>BRCMCR601A<br>4 Credits                          |  | Manage the quality of the bank's credit assets, conduct regular analysis on credit assets portfolio and identify risk, if any<br><br>BRCMCP601A<br>4 Credits |  |  |
|   | Formulate the overall credit strategy for retail banking<br><br>BRCMCR602A<br>4 Credits               |  |  |  |  |
| 5   | Analyze economic environment and the implications on credit management<br><br>BRCMCR501A<br>4 Credits | Conduct credit assessment for credit applications<br><br>BRCMCA501A<br>4 Credits | Evaluate market value of collaterals and risks associated with the bank's loan exposure<br><br>BRCMCP501A<br>4 Credits                                       | Formulate policies in managing bad and doubtful debts<br><br>BRCMCD501A<br>4 Credits | Evaluate and enhance the performance of credit management systems<br><br>BRCMCS502A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |   |  |
|---|--|--|--|---|--|
| 5 | Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank<br><br>BRCMCR502A<br>4 Credits | Determine terms and conditions for credit proposals according to the financial strength of applicants<br><br>BRCMCA502A<br>4 Credits | Manage and evaluate the risks associated with the credit assets of the bank (e.g. securitization)<br><br>BRCMCP502A<br>4 Credits | Implement legal actions on unpaid debt customers<br><br>BRCMCD502A<br>4 Credits | Evaluate and update automated credit scoring systems regularly<br><br>New<br>4 Credits   |
|   |  | Evaluate the performance of credit business and make suggestions<br><br>BRCMCA504A<br>4 Credits                                      |  |   |  |
| 4 | Monitor credit related activities to ensure adherence to the established guidelines / regulations<br><br>BRCMCR401A<br>3 Credits                         | Collect information for assessing credits<br><br>BRCMCA401A<br>3 Credits   |  | Negotiate with debtors about overdue debts<br><br>BRCMCD401A<br>3 Credits       | Initiate and coordinate IT and financial technology applications in related systems for effective performance of all key functions of credit management<br><br>BRCMCS401A<br>3 Credits |
|   |  |  |  | Monitor progress of debt collections<br><br>BRCMCD402A<br>3 Credits             | Provide learning activities to disseminate knowledge on credit management<br><br>BRCMCS402A<br>3 Credits   |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |   |   |
|---|--|--|--|---|---|
| 4 |  |  |  | Collect bad and doubtful debts<br><br>BRCMCD403A<br>3 Credits |   |
| 3 |  | Handle follow-up process of approved credit application<br><br>BRCMCA301A<br>3 Credits |  | Collect payments from debtors<br><br>BRCMCD301A<br>3 Credits  | Prepare documents in relations to credit risk management<br><br>BRCMCS301A<br>3 Credits |
| 2 |  |  |  |   |   |
| 1 |  |  |  |   |   |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

### 3. Credit Management

| QF Level | Function / Competency   | UoC Code   | Credit | Page |
|----------|---|------------|--------|------|
| Level 6  | <b>Credit Strategy, Policy and Procedure Development</b>  |            |        |      |
|          | Develop and review credit products / features   | BRCMCR601A | 4      | 126  |
|          | Formulate the overall credit strategy for retail banking  | BRCMCR602A | 4      | 127  |
|          | <b>Portfolio Management</b>   |            |        |      |
|          | Manage the quality of the bank's credit assets, conduct regular analysis on credit assets portfolio and identify risk, if any | BRCMCP601A | 4      | 136  |
| Level 5  | <b>Credit Strategy, Policy and Procedure Development</b>  |            |        |      |
|          | Analyze economic environment and the implications on credit management  | BRCMCR501A | 4      | 128  |
|          | Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank     | BRCMCR502A | 4      | 129  |
|          | <b>Credit Acquisition</b>   |            |        |      |
|          | Conduct credit assessment for credit applications   | BRCMCA501A | 4      | 131  |
|          | Determine terms and conditions for credit proposals according to the financial strength of applicants                         | BRCMCA502A | 4      | 132  |
|          | Evaluate the performance of credit business and make suggestions  | BRCMCA504A | 4      | 133  |
|          | <b>Portfolio Management</b>   |            |        |      |
|          | Evaluate market value of collaterals and risks associated with the bank's loan exposure                                       | BRCMCP501A | 4      | 137  |
|          | Manage and evaluate the risks associated with the credit assets of the bank (e.g. securitization)                             | BRCMCP502A | 4      | 138  |
|          | <b>Debt Collections</b>   |            |        |      |
|          | Formulate policies in managing bad and doubtful debts   | BRCMCD501A | 4      | 139  |
|          | Implement legal actions on unpaid debt customers  | BRCMCD502A | 4      | 140  |
|          | <b>Credit Systems and Maintenance</b>   |            |        |      |
|          | Evaluate and enhance the performance of credit management systems   | BRCMCS502A | 4      | 145  |
|          | Evaluate and update automated credit scoring systems regularly  | New        | 4      | 146  |
| Level 4  | <b>Credit Strategy, Policy and Procedure Development</b>  |            |        |      |
|          | Monitor credit related activities to ensure adherence to the established guidelines regulations                               | BRCMCR401A | 3      | 130  |
|          | <b>Credit Acquisition</b>   |            |        |      |
|          | Collect information for assessing credits   | BRCMCA401A | 3      | 134  |
|          | <b>Debt Collections</b>   |            |        |      |
|          | Negotiate with debtors about overdue debts  | BRCMCD401A | 3      | 141  |
|          | Monitor progress of debt collections  | BRCMCD402A | 3      | 142  |
|          | Collect bad and doubtful debts  | BRCMCD403A | 3      | 143  |

|         |  |            |   |     |
|---------|--|------------|---|-----|
| Level 4 | <b>Credit Systems and Maintenance</b>  |            |   |     |
|         | Initiate and coordinate IT and financial technology applications in related system for effective performance of all key functions of credit management | BRCMCS401A | 3 | 147 |
|         | Provide learning activities to disseminate knowledge on credit management  | BRCMCS402A | 3 | 148 |
| Level 3 | <b>Credit Acquisition</b>  |            |   |     |
|         | Handle follow-up process of approved credit application  | BRCMCA301A | 3 | 135 |
|         | <b>Debt Collections</b>  |            |   |     |
|         | Collect payments from debtors  | BRCMCD301A | 3 | 144 |
|         | <b>Credit Systems and Maintenance</b>  |            |   |     |
|         | Prepare documents in relations to credit risk management   | BRCMCS301A | 3 | 149 |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Strategy, Policy and Procedure Development |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Develop and review credit products / features   |   |
| 2  | <b>Code</b>                | BRCMCR601A  |   |
| 3  | <b>Range</b>               | Update credit products of the bank. This applies to credit products of any kind which includes but not limited to loans to corporate, sole proprietorship, partnership, individual and mortgage etc.  |   |
| 4  | <b>Level</b>               | 6   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1   | <p>Conduct research on trends in credit market to identify gaps in credit products of the bank</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Analyze information and intelligence from different sources to anticipate the future trends in credit risks and demands</li> <li>· Assess changes and challenges in credit risk management after considering local and overseas economics environment</li> <li>· Evaluate existing credit products and services against the anticipated demands to identify gaps in credit market</li> </ul> |
|  |                            | 6.2   | <p>Address customer needs and / or credit risks in accordance with the most current trends of credit management</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Identify opportunities to maximize customer acquisition in the context of bearing acceptable risks and meeting requirements on both corporate governance and regulatory compliance</li> <li>· Analyze customer's needs in different segments and develop appropriate products to meet their interests</li> </ul>  |
|  |                            | 6.3   | <p>Measure risks and returns of credit solutions</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Assess the risks and returns of products and refine the features</li> <li>· Verify risk measurement on credit based solutions by use of available operational risk models in the bank</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Development of new products / features which can expand customers base effectively. The suggestions of new products / features should be based on thorough and critical analysis on customer's demand, risks and returns, anticipated future economic environment and business development</p> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 3. Credit Management &gt; Credit Strategy, Policy and Procedure Development</b> |   |   |     |                                       |   |     |   |   |     |                                   |  |
|---|---|---|-----|---------------------------------------|---|-----|---|---|-----|-----------------------------------|--|
| <b>1</b>  | <b>Title</b>  | Formulate overall credit strategy for retail banking  |     |                                       |   |     |   |   |     |                                   |  |
| <b>2</b>  | <b>Code</b>   | BRCMCR602A  |     |                                       |   |     |   |   |     |                                   |  |
| <b>3</b>  | <b>Range</b>  | Define the bank's approach in issuing credit  |     |                                       |   |     |   |   |     |                                   |  |
| <b>4</b>  | <b>Level</b>  | 6   |     |                                       |   |     |   |   |     |                                   |  |
| <b>5</b>  | <b>Credit</b>   | 4   |     |                                       |   |     |   |   |     |                                   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on credit strategies</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct research on trends and development in the economy in order to anticipate the risks and demands in the market</li> <li>· Evaluate different approaches in credit strategy and their performance under different scenarios in order to choose an approach which is aligned with the bank's overall strategies</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Determine fundamental principles in credit management and credit risk control</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Define target markets, risk acceptance criteria, credit approval authority, credit maintenance procedures and guidelines for management decision on credit strategy development to balance between profitability and risks control</li> <li>· Set up process to measure, control and manage potential credit risk exposures across the bank both on intrinsic level and portfolio level within the set limits</li> <li>· Ensure the policies and measures developed can compile with relevant laws and regulations</li> <li>· Analyze the credit policies of the bank and the alignment with business strategies in order to make decision on the approval of credit applications</li> <li>· Analyze different procedures and requirements of credit approval in order to oversee the work of credit assessment performed by relevant parties and evaluate their conclusions / recommendations</li> <li>· Develop methodologies for collateral valuation, credit line limits adjustment, customer indebtedness assessment, credit scorecard cut-offs and authorization limits determination</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Review and update credit strategy</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review frequently to benchmark with best practices in the banking industry for upholding the bank's credit risk management to a high standard</li> <li>· Review and modify prevailing credit strategy according to current trends in the market and banking industry</li> <li>· Review credit policies in response to regulatory change and change in economic climate</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on credit strategies | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on trends and development in the economy in order to anticipate the risks and demands in the market</li> <li>· Evaluate different approaches in credit strategy and their performance under different scenarios in order to choose an approach which is aligned with the bank's overall strategies</li> </ul> | 6.2 | Determine fundamental principles in credit management and credit risk control | Be able to: <ul style="list-style-type: none"> <li>· Define target markets, risk acceptance criteria, credit approval authority, credit maintenance procedures and guidelines for management decision on credit strategy development to balance between profitability and risks control</li> <li>· Set up process to measure, control and manage potential credit risk exposures across the bank both on intrinsic level and portfolio level within the set limits</li> <li>· Ensure the policies and measures developed can compile with relevant laws and regulations</li> <li>· Analyze the credit policies of the bank and the alignment with business strategies in order to make decision on the approval of credit applications</li> <li>· Analyze different procedures and requirements of credit approval in order to oversee the work of credit assessment performed by relevant parties and evaluate their conclusions / recommendations</li> <li>· Develop methodologies for collateral valuation, credit line limits adjustment, customer indebtedness assessment, credit scorecard cut-offs and authorization limits determination</li> </ul> | 6.3 | Review and update credit strategy | Be able to: <ul style="list-style-type: none"> <li>· Review frequently to benchmark with best practices in the banking industry for upholding the bank's credit risk management to a high standard</li> <li>· Review and modify prevailing credit strategy according to current trends in the market and banking industry</li> <li>· Review credit policies in response to regulatory change and change in economic climate</li> </ul> |
| 6.1   | Conduct research on credit strategies   | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on trends and development in the economy in order to anticipate the risks and demands in the market</li> <li>· Evaluate different approaches in credit strategy and their performance under different scenarios in order to choose an approach which is aligned with the bank's overall strategies</li> </ul>   |     |                                       |   |     |   |   |     |                                   |  |
| 6.2   | Determine fundamental principles in credit management and credit risk control | Be able to: <ul style="list-style-type: none"> <li>· Define target markets, risk acceptance criteria, credit approval authority, credit maintenance procedures and guidelines for management decision on credit strategy development to balance between profitability and risks control</li> <li>· Set up process to measure, control and manage potential credit risk exposures across the bank both on intrinsic level and portfolio level within the set limits</li> <li>· Ensure the policies and measures developed can compile with relevant laws and regulations</li> <li>· Analyze the credit policies of the bank and the alignment with business strategies in order to make decision on the approval of credit applications</li> <li>· Analyze different procedures and requirements of credit approval in order to oversee the work of credit assessment performed by relevant parties and evaluate their conclusions / recommendations</li> <li>· Develop methodologies for collateral valuation, credit line limits adjustment, customer indebtedness assessment, credit scorecard cut-offs and authorization limits determination</li> </ul>   |     |                                       |   |     |   |   |     |                                   |  |
| 6.3   | Review and update credit strategy   | Be able to: <ul style="list-style-type: none"> <li>· Review frequently to benchmark with best practices in the banking industry for upholding the bank's credit risk management to a high standard</li> <li>· Review and modify prevailing credit strategy according to current trends in the market and banking industry</li> <li>· Review credit policies in response to regulatory change and change in economic climate</li> </ul>  |     |                                       |   |     |   |   |     |                                   |  |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Formulation of overall credit strategy in retail banking for the whole bank. The strategy should be based on research on future economic development and strategies of the bank in order to strike a balance between profitability and risks control. Moreover, the strategy should be able to comply to regulatory requirements  |     |                                       |   |     |   |   |     |                                   |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |                                       |   |     |   |   |     |                                   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Strategy, Policy and Procedure Development |                            |  |   |  |
|--|----------------------------|--|---|--|
| 1  | <b>Title</b>               | Analyze economic environment and the implications on credit management   |   |  |
| 2  | <b>Code</b>                | BRCMCR501A   |   |  |
| 3  | <b>Range</b>               | Conduct analysis on the aspects of economic environment which have effects on credit management , such as market trends, banking industry trends, customer needs, corporate governance and regulatory requirements etc.  |   |  |
| 4  | <b>Level</b>               | 5  |   |  |
| 5  | <b>Credit</b>              | 4  |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Assess the current situations in credit market  | Be able to: <ul style="list-style-type: none"> <li>· Analyze market and banking industry intelligence through consulting appropriate parties to estimate the future economics and business climate so as to estimate credit risks</li> <li>· Analyze changes of relevant laws and regulations and identify their implications on credit policies</li> <li>· Perform analysis to understand characteristics and risks of collaterals according to current financial conditions</li> </ul>   |
|  |                            | 6.2  | Identify needs for credit in different sectors, include both business and individuals | Be able to: <ul style="list-style-type: none"> <li>· Analyze and identify customers' needs and preferences in credit products from different sources of information such as income, buying behaviors and enquiries recorded in the bank etc.</li> <li>· Review trend in credit applications in the market and examine the implications and anticipate the future trends</li> <li>· Identify customer needs and / or credit risks for suggesting credit related solutions based on analysis on the market environment, the bank's credit policy, relevant laws and regulations</li> </ul> |
|  |                            | 6.3  | Exhibit professionalism in assessing credit needs of different sectors                | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure all data and information collected for analysis is accurate and impacts on customers are well considered before any credit related solutions is proposed</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Identification of customer's needs in credit-based solutions (in terms of amount and specific features) based on analysis of future economics, credit risks, business development and the impacts on the behaviors of companies and individuals</li> <li>(ii) Ensure the credit-based solutions are in conformity with bank's corporate governance and regulatory requirements etc.</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |  |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Strategy, Policy and Procedure Development |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Formulate credit policies and procedures for different products / features for credit-based solutions offered by the bank  |  |
| 2  | <b>Code</b>                | BRCMCR502A   |  |
| 3  | <b>Range</b>               | Set up credit policies in different credit products such as loan for corporate, sole proprietorship, partnership, individual and mortgage etc.   |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Analyze the risks and profitability in different products  | Be able to: <ul style="list-style-type: none"> <li>· Analyze the market conditions and profile of targeted customers in order to estimate the risks inherited in different products</li> <li>· Analyze credit strategies of the bank to design the policy documents, procedural guidelines and operating standards for individual products to achieve profit maximization</li> <li>· Analyze customer's need in different segments and develop appropriate credit policies on the new products to meet their interest</li> </ul>   |
|  |                            | 6.2 Set up credit policies and procedures for individual product   | Be able to: <ul style="list-style-type: none"> <li>· Establish a sensible set of credit risk management policies and procedures that can minimize the risks of the bank and fulfils regulatory compliance</li> <li>· Develop risk assessment and management policies and procedures for managing credit risks in all of consumer banking activities at both product and portfolio levels</li> </ul>  |
|  |                            | 6.3 Review and modify credit policy and procedures   | Be able to: <ul style="list-style-type: none"> <li>· Review and modify the established credit policies and procedures from time to time; take steps to ensure interests of all parties are well considered</li> <li>· Take necessary steps to ensure that the established credit policies and procedures of the bank are in compliance with updated banking legislations, regulations and codes of practice</li> <li>· Evaluate the performance of handling departments or other related business units in achieving the goals set for credit risk management and make adjustments in the policies when necessary</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of credit policies and procedures on timely basis. The policies and procedures should be based on the anticipated credit risks of the specific segments in order to maximize revenue, minimize credit risks and comply with bank's strategy, policies, compliance and regulatory requirements etc. |  |
| 8  | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 3. Credit Management &gt; Credit Strategy, Policy and Procedure Development</b> |                            |   |   |   |
|---|----------------------------|---|---|---|
| <b>1</b>  | <b>Title</b>               | Monitor credit related activities to ensure adherence to the established guidelines / regulations   |   |   |
| <b>2</b>  | <b>Code</b>                | BRCMCR401A  |   |   |
| <b>3</b>  | <b>Range</b>               | Monitor compliance to credit strategies, policies and procedures. This applies to different business units of the bank  |   |   |
| <b>4</b>  | <b>Level</b>               | 4   |   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Understand the monitoring mechanism of the bank                 | Be able to: <ul style="list-style-type: none"> <li>· Understand risk assessment systems and management information systems in order to decide appropriate actions to manage and measure credit risks inherent in all on and off balance sheet activities</li> </ul>   |
|   |                            | 6.2   | Monitor credit related activities                               | Be able to: <ul style="list-style-type: none"> <li>· Monitor different activities in order to ensure compliance with the established credit risk policies and procedures</li> <li>· Identify any non-compliance incidents promptly and carry out immediate remedial actions to minimize loss to the bank</li> <li>· Audit regularly on entire credit approval process and respond to regulator's inquiries on demand</li> </ul> |
|   |                            | 6.3   | Communicate the established guidelines with all related parties | Be able to: <ul style="list-style-type: none"> <li>· Communicate with all related parties to check out their understanding on the bank's approach for credit sanction</li> <li>· Carry out appropriate training and refresher workshops for all responsible staff to ensure that their ways of handling credit related matters are in adherence to the bank's established policies and procedures</li> </ul>                    |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Carrying out of all different kinds of measures to ensure all credit related activities are implemented in accordance with the established guidelines of the bank. Appropriate actions should be carried out in case of non-compliance incidents</li> <li>(ii) Carrying out different kinds of educational activities to ensure staff's understanding in credit policies and procedures of the bank. The activities should be tailored to the understanding level of different staff</li> </ol> |   |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Acquisition |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Conduct credit assessment for credit applications  |   |
| 2   | <b>Code</b>                | BRCMCA501A   |   |
| 3   | <b>Range</b>               | Assess the risk associated with different credit applications to facilitate decision on granting or declining of credit. This applies to credit applications of different kinds and amount   |   |
| 4   | <b>Level</b>               | 5  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Evaluate the process of credit assessment  | Be able to: <ul style="list-style-type: none"> <li>Evaluate the actions required to take in assessing customers' credit standing and their underlying rationale to ensure an accurate and comprehensive assessment</li> <li>Evaluate the credit application in conformity of relevant policies, compliance and regulatory requirements</li> </ul>   |
|   |                            | 6.2 Undertake credit analysis  | Be able to: <ul style="list-style-type: none"> <li>Carry out financial and non-financial analysis to assess customers' financial needs and credit worthiness</li> <li>Measure potential credit losses with high degree of accuracy for determining eligibility and limits for lending</li> <li>Evaluate the collateral quality, in terms of fair market value, marketability, constraints of liquidation</li> </ul>                       |
|   |                            | 6.3 Perform sensitivity analysis   | Be able to: <ul style="list-style-type: none"> <li>Analyze information with regard to customer financial strength (e.g. curriculum vitae, education background, income, credit status in other financial institutions, etc.)</li> <li>Request permission from customers skillfully for conducting sensitivity analysis in order to be allowed to ask sensitive questions for forecasting customer financial strength precisely</li> </ul> |
|   |                            | 6.4 Provide recommendations based on results of analyses   | Be able to: <ul style="list-style-type: none"> <li>Evaluate the results of the analyses; comment on the applicant's credit worthiness, repayment ability and risks level in order to give recommendation for approvers</li> <li>Strike a balance of the interests between customers and the bank when recommendations are proposed</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of accurate credit analysis for every credit application. The analysis should contain relevant documents for checking and assessment on credit worthiness, repayment ability and possible risks to the bank</li> <li>Provision of effective recommendations based on relevant analysis and possible risks to the bank</li> </ol> |   |
| 8   | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Acquisition |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Determine terms and conditions for credit proposals according to the financial strength of applicants  |   |
| 2   | <b>Code</b>                | BRCMCA502A   |   |
| 3   | <b>Range</b>               | Finalize the terms and conditions for each individual application. This applies to contracts of different credit products regardless of the contract volume  |   |
| 4   | <b>Level</b>               | 5  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Analyze credit worthiness and risks associated with the applicants   | Be able to: <ul style="list-style-type: none"> <li>Evaluate customer financial strength based on reputation of customers, repayment history, adequacy of equity capital, volatility in sources of funds intended to be used by customers for repayment of loan along with interest, value of collateral and dependence level on economic condition of customers</li> <li>Evaluate credit rating or scoring by conducting detailed analysis on customer character and matching of facility characteristics to be extended</li> </ul> |
|   |                            | 6.2 Formulate details of lending contract  | Be able to: <ul style="list-style-type: none"> <li>Develop the terms and conditions such as interest rates, payment period and payment options etc. according to customer's needs and results of risk assessments</li> <li>Determine the arrangement of credit facility such as access to funds, terms for the operating account etc. in order to minimize risks to the bank</li> </ul>   |
|   |                            | 6.3 Formulate risk migration alternatives  | Be able to: <ul style="list-style-type: none"> <li>Identify and assess possible risk migration alternatives in accordance with customer profile and current economic condition</li> <li>Take steps to protect the interests of all parties being affected when considering different risk migration alternatives</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of terms in lending contract / agreement for each of the applicant for credit products. The constructions of terms and conditions stipulated in the contract / agreement should be based on the analysis on needs of customers and the risks to the bank</li> <li>Formulation of risk migration measures to minimize risks to the bank. The measures should be based on the analysis on customer profiles and economic conditions</li> </ol> |   |
| 8   | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 3. Credit Management &gt; Credit Acquisition</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Evaluate the performance of credit business and make suggestions  |  |
| <b>2</b>   | <b>Code</b>                | BRCMCA504A  |  |
| <b>3</b>   | <b>Range</b>               | Evaluate revenue obtained from credit acquisition and make suggestions on improvement. This applies to different kinds of credits products and services provided by the bank  |  |
| <b>4</b>   | <b>Level</b>               | 5   |  |
| <b>5</b>   | <b>Credit</b>              | 4   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Evaluate approaches in evaluating credit business   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the formula in calculating revenue from credit acquisition to ensure the existing approach can provide an accurate and comprehensive calculation</li> <li>· Identify factors affecting revenue from credit acquisition in order to have a fair and unbiased evaluation of the credit business</li> </ul>   |
|  |                            | 6.2 Evaluate the performance of credit business   | Be able to: <ul style="list-style-type: none"> <li>· Calculate cost and revenue associated with different credit acquisition</li> <li>· Compare the results with performance in other time periods and conclude on the effectiveness and profitability of the credit business after considering the business and economic situations</li> </ul>  |
|  |                            | 6.3 Suggest improvement measures  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the performance of credit business and identify existing gaps</li> <li>· Evaluate different approaches for pricing and select the most optimal one after analyzing the performance of credit business</li> <li>· Suggest optimal levels of and standards for credit limits, risk cut-offs, collections actions to balance profitability and risk</li> <li>· Propose alternatives to balance income potential with sufficient credit loss reserve levels</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Evaluation on the profitability of credit acquisitions based on the revenue and factors affecting the credit business</li> <li>(ii) Recommendation on measures for improving credit business based on the results of credit performance evaluation</li> </ul> |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 3. Credit Management &gt; Credit Acquisition</b> |   |   |     |   |   |     |   |   |     |  |   |
|--|---|---|-----|---|---|-----|---|---|-----|--|---|
| <b>1</b>   | <b>Title</b>  | Collect information for assessing credits   |     |   |   |     |   |   |     |  |   |
| <b>2</b>   | <b>Code</b>   | BRCMCA401A  |     |   |   |     |   |   |     |  |   |
| <b>3</b>   | <b>Range</b>  | Collect documents and information of applicants for credit assessments. This applies to applicants for different kinds of credit products and all documents required for credit assessments as specified by the bank  |     |   |   |     |   |   |     |  |   |
| <b>4</b>   | <b>Level</b>  | 4   |     |   |   |     |   |   |     |  |   |
| <b>5</b>   | <b>Credit</b>                                       | 3   |     |   |   |     |   |   |     |  |   |
| <b>6</b>   | <b>Competency</b>                                   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand credit assessment policies of the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the credit assessment policies of the bank in order to determine kinds of information to be collected</li> <li>· Understand the purpose of credit assessment in order to provide rationale for collecting different information or documents</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Gather information for carrying out credit analysis</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Request appropriate documents from customers for credit analysis</li> <li>· Examine completeness and accuracy of the customer information obtained</li> <li>· Validate the supporting documents received and ensure they are in compliance with the credit requirements</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Provide rationale for collecting information</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide clear and specific explanations to customers regarding credit policies and procedures of the bank</li> <li>· Remind customers regarding the risks of different bank's products and transactions so as to protect their benefits</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand credit assessment policies of the bank | Be able to: <ul style="list-style-type: none"> <li>· Understand the credit assessment policies of the bank in order to determine kinds of information to be collected</li> <li>· Understand the purpose of credit assessment in order to provide rationale for collecting different information or documents</li> </ul> | 6.2 | Gather information for carrying out credit analysis | Be able to: <ul style="list-style-type: none"> <li>· Request appropriate documents from customers for credit analysis</li> <li>· Examine completeness and accuracy of the customer information obtained</li> <li>· Validate the supporting documents received and ensure they are in compliance with the credit requirements</li> </ul> | 6.3 | Provide rationale for collecting information | Be able to: <ul style="list-style-type: none"> <li>· Provide clear and specific explanations to customers regarding credit policies and procedures of the bank</li> <li>· Remind customers regarding the risks of different bank's products and transactions so as to protect their benefits</li> </ul> |
| 6.1  | Understand credit assessment policies of the bank   | Be able to: <ul style="list-style-type: none"> <li>· Understand the credit assessment policies of the bank in order to determine kinds of information to be collected</li> <li>· Understand the purpose of credit assessment in order to provide rationale for collecting different information or documents</li> </ul>   |     |   |   |     |   |   |     |  |   |
| 6.2  | Gather information for carrying out credit analysis | Be able to: <ul style="list-style-type: none"> <li>· Request appropriate documents from customers for credit analysis</li> <li>· Examine completeness and accuracy of the customer information obtained</li> <li>· Validate the supporting documents received and ensure they are in compliance with the credit requirements</li> </ul>   |     |   |   |     |   |   |     |  |   |
| 6.3  | Provide rationale for collecting information        | Be able to: <ul style="list-style-type: none"> <li>· Provide clear and specific explanations to customers regarding credit policies and procedures of the bank</li> <li>· Remind customers regarding the risks of different bank's products and transactions so as to protect their benefits</li> </ul>   |     |   |   |     |   |   |     |  |   |
| <b>7</b>   | <b>Assessment Criteria</b>                          | The integral outcome requirements of this UoC are:<br>(i) Collection of all related documents as required by the banks and the rationale is explained to customers. Moreover, checking has been carried out to ensure the completeness and accuracy of the documents provided   |     |   |   |     |   |   |     |  |   |
| <b>8</b>   | <b>Remarks</b>                                      |   |     |   |   |     |   |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Acquisition |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Handle follow-up process of approved credit application   |  |
| 2   | <b>Code</b>                | BRCMCA301A  |  |
| 3   | <b>Range</b>               | Undertake follow-up processes after approval is obtained. This applies to credit products of different kinds and amount   |  |
| 4   | <b>Level</b>               | 3   |  |
| 5   | <b>Credit</b>              | 3   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Understand the process in credit applications   | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's procedures in credit application in order to carry out the follow-up process independently</li> <li>· Understand regulations related to the tasks in order to prevent breaching of law</li> </ul>   |
|   |                            | 6.2 Communicate the results of credit applications  | Be able to: <ul style="list-style-type: none"> <li>· Inform customers the application result</li> <li>· Explain credit facility structure to customers with vigilant consideration on appropriateness and adequacy of collateral</li> <li>· Obtain customers' agreement on offered credit facility structure</li> </ul>  |
|   |                            | 6.3 Perform administrative work for approval of credit applications   | Be able to: <ul style="list-style-type: none"> <li>· Conduct credit line implementation and loan disbursement in accordance with approved credit facility structure</li> <li>· Prepare relevant documents with terms of payments and debtor responsibilities elaborated in details; ensure debtors fully understand their liabilities and their interests is well protected</li> <li>· Notify related departments or business units about the approval of credit applications</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Perform credit line implementation and loan disbursement for every approved credit application according to the bank's guidelines upon receipt of customer's agreement on offered credit facility structure</li> <li>(ii) Informing all related departments or business units about the approval of every single credit application according to the bank's guidelines</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Portfolio Management |                            |   |   |   |
|---|----------------------------|---|---|---|
| 1   | <b>Title</b>               | Manage the quality of the bank's credit assets, conduct regular analysis on credit assets portfolio and identify risk, if any   |   |   |
| 2   | <b>Code</b>                | BRCMCP601A  |   |   |
| 3   | <b>Range</b>               | Manage an optimal allocation of the bank's credit assets in order to balance between risks and profitability. This includes different kinds of assets in the bank's credit portfolio  |   |   |
| 4   | <b>Level</b>               | 6   |   |   |
| 5   | <b>Credit</b>              | 4   |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Conduct research on future profitability of credit assets         | Be able to: <ul style="list-style-type: none"> <li>Conduct research on future economic development based on incomplete information in order to determine the risks and returns of the bank's credit assets</li> <li>Evaluate the risks of credit assets possessed by the banks and compare the results with anticipated profitability to judge whether an optimal allocation is arrived</li> </ul>  |
|   |                            | 6.2   | Formulate measures to optimize quality of credit assets portfolio | Be able to: <ul style="list-style-type: none"> <li>Optimize allocation of regulatory required capital and business generating economic capital to ensure financial stability, maintain confidence of the public and protect customers</li> <li>Manage the assets allocation of the bank to maximize quality and profitability of credit portfolio</li> <li>Maintain a diversified portfolio of risk assets by helping business units to minimize risks exposed to the bank</li> <li>Formulate measures to protect the bank's interest margins and profits from the influence of movements in market interest rates and foreign currency exchange rates</li> </ul> |
|   |                            | 6.3   | Ensure compliance with statutory requirements                     | Be able to: <ul style="list-style-type: none"> <li>Ensure compliance with statutory requirements by setting appropriate risks parameters and prudential limits</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Allocation of credit assets of the bank so that it is able to balance between risks and profitability. The decision should be supported by drawing conclusion from incomplete information |   |   |
| 8   | <b>Remarks</b>             |   |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Portfolio Management |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Evaluate market value of collaterals and risks associated with the bank's loan exposure   |  |
| 2   | <b>Code</b>                | BRCMCP501A  |  |
| 3   | <b>Range</b>               | Evaluate the market value of credit assets possessed by the bank in order to judge risks and portfolio associated with the loans exposure. This applies to credit assets of different kinds                 |  |
| 4   | <b>Level</b>               | 5   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Evaluate factors affecting assets value   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate common practices in assets valuation by other retail banks in order to refine existing approach adopted by the bank</li> <li>· Identify factors which can affect market value of different kinds of assets to ensure an accurate valuation</li> </ul>  |
|   |                            | 6.2 Evaluate market value of the collaterals and assess the bank's portfolio  | Be able to: <ul style="list-style-type: none"> <li>· Analyze market situations and valuation done by other banks in order to evaluate the formula of assets valuation adopted by the bank</li> <li>· Analyze information on trends in historical price, future economic development and other relevant factors in order to determine the fair market value of different collaterals</li> <li>· Evaluate market value of the assets and provide recommendation for decisions making on loan profolio mix and policy, matching investments to objectives, asset allocation for the bank, and balancing risk against performance</li> </ul> |
|   |                            | 6.3 Review value of collaterals   | Be able to: <ul style="list-style-type: none"> <li>· Determine strengths, weaknesses, opportunities and threats in the choice of debt vs. equity, growth vs. safety, and other trade-offs encountered in the attempt to maximize return at a tolerable level of risk</li> <li>· Evaluate changes in the value of collaterals and adjust risks associated with the loans accordingly; ensure the valuation processe are properly conducted and fair market value is proposed</li> <li>· Initiate the loan review process to evaluate whether adjustment is necessary</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Evaluation of the market value of the bank's collateral based on the analysis on historical price, economic conditions and other relevant factors |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Portfolio Management |                            |  |   |  |
|---|----------------------------|--|---|--|
| 1   | <b>Title</b>               | Manage and evaluate the risks associated with the credit assets of the bank (e.g. securitization)                                |   |  |
| 2   | <b>Code</b>                | BRCMCP502A   |   |  |
| 3   | <b>Range</b>               | Conduct risk management on the credit assets of the bank. This applies to different kinds of credit assets possessed by the bank |   |  |
| 4   | <b>Level</b>               | 5  |   |  |
| 5   | <b>Credit</b>              | 4  |   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|   |                            | 6.1  | Assess value of each transaction of credit assets                           | Be able to: <ul style="list-style-type: none"> <li>Assess value of purchase or selling of credit portfolios</li> <li>Conduct regular analysis on the credit assets portfolio and identify concentrated risks, if any</li> </ul>  |
|   |                            | 6.2  | Transfer credit risks   | Be able to: <ul style="list-style-type: none"> <li>Diversify risks into different uncorrelated or less correlated business</li> <li>Hedge against credit risk by acquiring security, insurance, third party guarantee, etc.</li> </ul>   |
|   |                            | 6.3  | Evaluate effectiveness of different approaches of transferring credit risks | Be able to: <ul style="list-style-type: none"> <li>Evaluate effectiveness of different approaches for transferring or hedging credit risk</li> <li>Revise policies and improve processing based on results of evaluation on different approaches for transferring or hedging credit risks</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design on measures to minimize credit risks exposed to the bank        |   |  |
| 8   | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Debt Collections |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Formulate policies in managing bad and doubtful debts   |  |
| 2   | <b>Code</b>                | BRCMCD501A  |  |
| 3   | <b>Range</b>               | Design policies to deal with bad and doubtful debts. This applies to bad debts incurred in different types of accounts  |  |
| 4   | <b>Level</b>               | 5   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Analyze methods to handle problem loans   | Be able to: <ul style="list-style-type: none"> <li>Analyze collection reports and delinquent accounts to identify common causes for problem loans in order to formulate customized policies to handle the accounts</li> <li>Analyze common practices in dealing with problem loans in order to design suitable policies which can align with the strategies of the bank</li> </ul>                           |
|   |                            | 6.2 Design policies on collecting bad and doubtful debts  | Be able to: <ul style="list-style-type: none"> <li>Formulate different policies on loan collection based on analysis of the causes and characteristics of delinquent accounts</li> <li>Design remedial actions to ensure collection of repayments</li> </ul>   |
|   |                            | 6.3 Formulate policies in debts restructuring   | Be able to: <ul style="list-style-type: none"> <li>Design policies in restructuring loan facility, enhancing credit limits and/or reducing interest rates in assisting customers to improve repayment capability</li> <li>Formulate guidelines in negotiating with customers to formulate plan on settling the amounts of delinquent accounts; take steps to ensure debtors are equitably treated</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of policies on managing bad and doubtful debts based on analysis on the bank's strategies and characteristics of delinquent accounts</li> <li>Formulation of policies on debts restructuring based on analysis on the bank's strategies and characteristics of delinquent accounts</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Debt Collections |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Implement legal actions on unpaid debt customers  |   |
| 2   | <b>Code</b>                | BRCMCD502A  |   |
| 3   | <b>Range</b>               | Undertake legal actions on borrowers who fail to meet the payment schedule. This applies to all kinds of delinquent accounts which agreement with borrowers cannot be reached   |   |
| 4   | <b>Level</b>               | 5   |   |
| 5   | <b>Credit</b>              | 4   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Have specialized legal knowledge  | Be able to: <ul style="list-style-type: none"> <li>· Assess the laws and regulations related to money disputes to evaluate whether the bank should take any legal actions</li> <li>· Evaluate similar precedent cases to judge whether the bank should take any legal actions</li> </ul>  |
|   |                            | 6.2 Appraise repayment capability of customers  | Be able to: <ul style="list-style-type: none"> <li>· Appraise repayment capability of customers by collecting and analyzing relevant information such as their income, property, and value of collateral, etc.</li> <li>· Classify the unpaid debt customers who are warranted claims</li> </ul>  |
|   |                            | 6.3 Initiate legal actions professionally when necessary  | Be able to: <ul style="list-style-type: none"> <li>· Make decision on issuing solicitor's letters to unpaid debt customers for giving a chance of settling payment prior to legal actions</li> <li>· Initiate legal actions against unpaid debt customers if claims are warranted; take steps to ensure all actions are professionally conducted</li> <li>· Undertake legal actions on defaulting loan properly to protect the bank's interest (e.g. taking possession of the properties in mortgage, imposing charges or bankruptcy action) while customers are well informed and equitably treated</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) All legal actions taking on unpaid debt customers are warranty claimed. The decision is based on analysis on precedent cases and repayment capability of customers, etc.</li> </ul> |   |
| 8   | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Debt Collections |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Negotiate with debtors about overdue debts   |   |
| 2   | <b>Code</b>                | BRCMCD401A   |   |
| 3   | <b>Range</b>               | Negotiate with debtors about the payment arrangement of overdue accounts   |   |
| 4   | <b>Level</b>               | 4  |   |
| 5   | <b>Credit</b>              | 3  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Understand handling procedures in overdue accounts   | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's procedures and policies on overdue accounts in order to select a suitable approach</li> <li>· Review reported problem loans in order to decide action steps to be taken</li> </ul>   |
|   |                            | 6.2 Communicate with debtors to minimize possibility of bad debts  | Be able to: <ul style="list-style-type: none"> <li>· Negotiate with customers for coming up a mutually agreed way of settling overdue accounts</li> <li>· Select an appropriate payment arrangement to recover overdue loans</li> <li>· Propose remedial actions and recovery plans for unpaid debts</li> </ul>   |
|   |                            | 6.3 Exhibit professionalism in handling overdue accounts   | Be able to: <ul style="list-style-type: none"> <li>· Negotiate with overdue accounts' customers openly and provide all necessary information about the alternative actions that the bank will take; take steps to ensure all actions are professionally conducted and both internal guidelines, rules, policies and external regulations are met</li> <li>· Strike a proper balance of the interests between customers and the bank when carrying out overdue accounts handling procedures</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Negotiation with debtors about the provision of remedial actions and recovery plans to unpaid debt |   |
| 8   | <b>Remarks</b>             |  |   |

### Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Debt Collections |                            |  |  |   |
|---|----------------------------|--|--|---|
| 1   | <b>Title</b>               | Monitor progress of debt collections   |  |   |
| 2   | <b>Code</b>                | BRCMCD402A   |  |   |
| 3   | <b>Range</b>               | Monitor the debt repayment of different types of borrowers   |  |   |
| 4   | <b>Level</b>               | 4  |  |   |
| 5   | <b>Credit</b>              | 3  |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Understand status of loans repayment   | Be able to: <ul style="list-style-type: none"> <li>· Monitor timeliness of repayments to identify any possible risks and prevent loss due to bad debts</li> <li>· Understand collection process in order to monitor the receipts of loans and installment payments</li> </ul>   |
|   |                            | 6.2  | Identify delinquent accounts   | Be able to: <ul style="list-style-type: none"> <li>· Identify possible delinquent accounts by reviewing payment records or using assessment tools adopted by the bank</li> <li>· Select and implement appropriate collection measures according to the situations of the delinquent accounts</li> </ul>   |
|   |                            | 6.3  | Monitor daily activities related to debt collections to ensure compliance to regulations | Be able to: <ul style="list-style-type: none"> <li>· Supervise debt collections of accounts receivable that follow credit policies and procedures of the bank</li> <li>· Monitor daily business activities to ensure credit policies and procedures that are being followed</li> <li>· Review status of debt collections, remedial actions and recovery plans for unpaid debts</li> <li>· Take necessary steps to ensure procedures of loan repayment adhere to the bank's internal standards and external regulations</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Identification of delinquent accounts and selection of appropriate actions based on the different conditions for the purpose of loan collection</li> <li>(ii) Monitoring of the entire debt collections process to ensure that the actions are in compliance to regulations and the payment are in accordance with collection schedules</li> </ol> |  |   |
| 8   | <b>Remarks</b>             |  |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 3. Credit Management &gt; Debt Collections</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Collect bad and doubtful debts  |  |
| <b>2</b>   | <b>Code</b>                | BRCMCD403A  |  |
| <b>3</b>   | <b>Range</b>               | Collect payment from delinquent accounts of different kinds   |  |
| <b>4</b>   | <b>Level</b>               | 4   |  |
| <b>5</b>   | <b>Credit</b>              | 3   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Understand methods in collecting bad and doubtful debts   | Be able to: <ul style="list-style-type: none"> <li>· Understand the bank's policies and procedures in collecting bad and doubtful debts in order select an appropriate action according to different situations</li> </ul>   |
|  |                            | 6.2 Select appropriate follow-up actions  | Be able to: <ul style="list-style-type: none"> <li>· Review records of the delinquent account and decide on appropriate actions to minimize potential loss to the bank</li> <li>· Manage resources effectively and ensure expenses incurred by the collection methods can be covered by the potential credit losses associated</li> </ul>  |
|  |                            | 6.3 Use external resources to deal with problem loans   | Be able to: <ul style="list-style-type: none"> <li>· Source, select and recruit suitable agencies or solicitors to collect bad and doubtful debts</li> <li>· Monitor the services of the collection agencies or solicitors to ensure the fulfillment of the bank's requirement</li> <li>· Ensure the actions taken by bad debt collection agencies or solicitors that are in accordance with the bank's policies</li> <li>· Conduct service audits on appointed bad debt collection agencies or solicitors and guide them to follow the bank's collection policies and standards when necessary</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Arrangement of collection of bad debts to keep credit losses and collection expenses within budget of the bank and actions executed are in accordance with the bank's collection policies and standards</li> <li>(ii) Monitoring of services of external collection agencies or solicitors in order to ensure compliance with the bank's standards</li> </ul> |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Debt Collections |                            |  |   |  |
|---|----------------------------|--|---|--|
| 1   | <b>Title</b>               | Collect payments from debtors  |   |  |
| 2   | <b>Code</b>                | BRCMCD301A   |   |  |
| 3   | <b>Range</b>               | Collect payment from different kinds of borrowers in accordance with respective repayment terms and schedules  |   |  |
| 4   | <b>Level</b>               | 3  |   |  |
| 5   | <b>Credit</b>              | 3  |   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|   |                            | 6.1  | Understand established procedures of debt collections | Be able to: <ul style="list-style-type: none"> <li>· Understand the requirements of debt collection process in order to prepare documents related to debt collections independently</li> <li>· Understand established procedures of loan repayment of the bank to collect payments from customers independently</li> </ul>   |
|   |                            | 6.2  | Handle loan bookings and repayments                   | Be able to: <ul style="list-style-type: none"> <li>· Handle loan bookings and repayments of customers in accordance with the bank's internal standards and external regulations</li> <li>· Assist customers to understand contact behaviors and explain terms of credit conditions when necessary</li> </ul>   |
|   |                            | 6.3  | Handle overdue accounts                               | Be able to: <ul style="list-style-type: none"> <li>· Prompt customers through mutually agreed means (e.g. phones, letters, etc.) for timely payments or unpaid accounts</li> <li>· Advise customers all possible ways of settling overdue accounts professionally</li> <li>· Arrange payments of overdue accounts which provide flexibility and convenience to customers</li> <li>· Report problem loans to management for further collection actions</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Execution of all debt collection actions in accordance with relevant documents</li> <li>(ii) Handling of overdue accounts according to the bank's procedures and report problematic cases to management</li> </ul> |   |  |
| 8   | <b>Remarks</b>             |  |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Systems and Maintenance |                            |   |  |  |
|---|----------------------------|---|--|--|
| 1   | <b>Title</b>               | Evaluate and enhance the performance of credit management systems   |  |  |
| 2   | <b>Code</b>                | BRCMCS502A  |  |  |
| 3   | <b>Range</b>               | Maintenance of credit systems for supporting smooth run of the bank's business  |  |  |
| 4   | <b>Level</b>               | 5   |  |  |
| 5   | <b>Credit</b>              | 4   |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Review credit businesses of the bank   | Be able to: <ul style="list-style-type: none"> <li>· Review the performance metrics to analyze the performance of credit business and evaluate the effectiveness of credit strategies</li> <li>· Review the bank's credit risks level to identify its trends and patterns and find out the causes of variations</li> </ul>   |
|   |                            | 6.2   | Analyze trends in losses and fraud cases   | Be able to: <ul style="list-style-type: none"> <li>· Investigate any limit excess or unauthorized overdraft position to find out the root causes</li> <li>· Identify critical and/or potential impacts on bank's operations as brought by different levels and types of credit risks</li> <li>· Conduct appropriate analysis (e.g. delinquent account analysis) to evaluate the bank's vulnerability to different kinds of credit risks</li> </ul> |
|   |                            | 6.3   | Identify gaps in credit management and implement improvement measures professionally | Be able to: <ul style="list-style-type: none"> <li>· Identify gaps in credit management and investigate for the root causes</li> <li>· Recommend improvement strategies for credit strategy setting while interests of affected parties are well considered</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Evaluation of existing performance of credit management by analyzing relevant performance metrics, risks levels and potential root causes, etc.</li> <li>(ii) Identification of gaps in credit management and providing recommendations on improvement measure. All suggestions should be based on analysis on the effectiveness of existing credit management practices</li> </ol> |  |  |
| 8   | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Systems and Maintenance |  |  |     |  |  |     |  |  |     |   |   |
|---|--|--|-----|--|--|-----|--|--|-----|---|---|
| 1   | <b>Title</b>   | Evaluate and update automated credit scoring systems regularly   |     |  |  |     |  |  |     |   |   |
| 2   | <b>Code</b>  | TBD  |     |  |  |     |  |  |     |   |   |
| 3   | <b>Range</b>   | Analyse financial information and behavioural scoring mechanism to assess the risks of offering consumer credit to different segments of customers. It includes the responsibilities of assessing, reviewing, revising the credit scoring system and implement the enhanced model  |     |  |  |     |  |  |     |   |   |
| 4   | <b>Level</b>   | 5  |     |  |  |     |  |  |     |   |   |
| 5   | <b>Credit</b>  | 4  |     |  |  |     |  |  |     |   |   |
| 6   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Is knowledgeable in retail credit management and research methodologies so as to collect useful market information to assess and control credit risk</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the latest development in retail credit management and changes in credit scoring mechanisms in banking industry</li> <li>· Is knowledgeable in conducting effective research on credit scoring system in order to collect useful information for improvement</li> <li>· Liaise with credit bureau or other business counterparts regularly to exchange credit information related to different types of loan products, asset valuation practices and credit rating of common occupations, etc</li> <li>· Assess and control risk within existing customer portfolios and improve the bank's acquisition strategies using advanced predictive analytics to better understand specific risk characteristics and subsequent attributes that lead to delinquency, default and bad debt</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop overall credit review model for the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Assess, transform, standardize and cleanse all prerequisite data including third party bureau, application, repayment and collections data into a comprehensive banking credit review model</li> <li>· Research, examine, and quantify the degree of credit risk involved in different categories of potential credit exposure by conducting social and data analytics</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Conduct financial and credit analysis for different customer segments and review credit scoring system regularly and professionally</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Generate financial ratios, using technological programmes, to evaluate financial capacity of different customer segments; ensure all affected parties are fairly treated without sacrificing the quality of the results of review</li> <li>· Analyze financial data such as income growth, spending habits, savings pattern and market share of customer segments; take steps to protect the interests of all segments during the process, such as verification of data accuracy</li> <li>· Develop, validate and implement application and behavioural scorecards for the bank while impacts affecting customers are well considered; the solution facilitates enhanced market segmentation and pricing strategies that align with the bank's risk tolerance and other business strategies</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Is knowledgeable in retail credit management and research methodologies so as to collect useful market information to assess and control credit risk | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development in retail credit management and changes in credit scoring mechanisms in banking industry</li> <li>· Is knowledgeable in conducting effective research on credit scoring system in order to collect useful information for improvement</li> <li>· Liaise with credit bureau or other business counterparts regularly to exchange credit information related to different types of loan products, asset valuation practices and credit rating of common occupations, etc</li> <li>· Assess and control risk within existing customer portfolios and improve the bank's acquisition strategies using advanced predictive analytics to better understand specific risk characteristics and subsequent attributes that lead to delinquency, default and bad debt</li> </ul> | 6.2 | Develop overall credit review model for the bank | Be able to: <ul style="list-style-type: none"> <li>· Assess, transform, standardize and cleanse all prerequisite data including third party bureau, application, repayment and collections data into a comprehensive banking credit review model</li> <li>· Research, examine, and quantify the degree of credit risk involved in different categories of potential credit exposure by conducting social and data analytics</li> </ul> | 6.3 | Conduct financial and credit analysis for different customer segments and review credit scoring system regularly and professionally | Be able to: <ul style="list-style-type: none"> <li>· Generate financial ratios, using technological programmes, to evaluate financial capacity of different customer segments; ensure all affected parties are fairly treated without sacrificing the quality of the results of review</li> <li>· Analyze financial data such as income growth, spending habits, savings pattern and market share of customer segments; take steps to protect the interests of all segments during the process, such as verification of data accuracy</li> <li>· Develop, validate and implement application and behavioural scorecards for the bank while impacts affecting customers are well considered; the solution facilitates enhanced market segmentation and pricing strategies that align with the bank's risk tolerance and other business strategies</li> </ul> |
| 6.1   | Is knowledgeable in retail credit management and research methodologies so as to collect useful market information to assess and control credit risk | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development in retail credit management and changes in credit scoring mechanisms in banking industry</li> <li>· Is knowledgeable in conducting effective research on credit scoring system in order to collect useful information for improvement</li> <li>· Liaise with credit bureau or other business counterparts regularly to exchange credit information related to different types of loan products, asset valuation practices and credit rating of common occupations, etc</li> <li>· Assess and control risk within existing customer portfolios and improve the bank's acquisition strategies using advanced predictive analytics to better understand specific risk characteristics and subsequent attributes that lead to delinquency, default and bad debt</li> </ul>   |     |  |  |     |  |  |     |   |   |
| 6.2   | Develop overall credit review model for the bank   | Be able to: <ul style="list-style-type: none"> <li>· Assess, transform, standardize and cleanse all prerequisite data including third party bureau, application, repayment and collections data into a comprehensive banking credit review model</li> <li>· Research, examine, and quantify the degree of credit risk involved in different categories of potential credit exposure by conducting social and data analytics</li> </ul>   |     |  |  |     |  |  |     |   |   |
| 6.3   | Conduct financial and credit analysis for different customer segments and review credit scoring system regularly and professionally                  | Be able to: <ul style="list-style-type: none"> <li>· Generate financial ratios, using technological programmes, to evaluate financial capacity of different customer segments; ensure all affected parties are fairly treated without sacrificing the quality of the results of review</li> <li>· Analyze financial data such as income growth, spending habits, savings pattern and market share of customer segments; take steps to protect the interests of all segments during the process, such as verification of data accuracy</li> <li>· Develop, validate and implement application and behavioural scorecards for the bank while impacts affecting customers are well considered; the solution facilitates enhanced market segmentation and pricing strategies that align with the bank's risk tolerance and other business strategies</li> </ul>  |     |  |  |     |  |  |     |   |   |
| 7   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Liaise with credit bureau or other business counterparts regularly to exchange credit information related to credit rating of different customer segments; hence to collect critical market intelligence for credit scoring system enhancement</li> <li>(ii) Enhanced market segmentation and pricing strategies which are in alignment with the bank's risk tolerance and other business strategies are incorporated in the enhanced credit scoring mechanism regularly</li> </ol>  |     |  |  |     |  |  |     |   |   |
| 8   | <b>Remarks</b>   |  |     |  |  |     |  |  |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Systems and Maintenance |                            |  |   |   |
|---|----------------------------|--|---|---|
| 1   | <b>Title</b>               | Initiate and coordinate IT and financial technology applications in related systems for effective performance of all key functions of credit management  |   |   |
| 2   | <b>Code</b>                | BRCMCS401A   |   |   |
| 3   | <b>Range</b>               | Maintenance of credit systems for supporting smooth run of the bank's business. This applies to all IT systems related to credit management.   |   |   |
| 4   | <b>Level</b>               | 4  |   |   |
| 5   | <b>Credit</b>              | 3  |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|   |                            | 6.1  | Collect feedback concerning systems implementation of credit risk management              | Be able to: <ul style="list-style-type: none"> <li>· Collect feedback concerning systems implementation of credit risk management policies and procedures from internal stakeholders and external customers</li> <li>· Consolidate feedback from internal stakeholders and external customers so as to recommend proper changes to IT and financial technology applications related systems for supporting changes in credit policies, law, guidelines and regulations</li> </ul> |
|   |                            | 6.2  | Initiate the process of IT application enhancement  | Be able to: <ul style="list-style-type: none"> <li>· Liaise with all key functions of credit management to identify enhancement of IT application on credit management</li> <li>· Initiate request for enhancement of IT application on performing activities of credit management to IT Department</li> <li>· Provide necessary information to IT Department in the process of designing IT application enhancement</li> </ul>   |
|   |                            | 6.3  | Monitor enhancement on credit management IT systems and financial technology applications | Be able to: <ul style="list-style-type: none"> <li>· Verify that all recommendations are taken into consideration when designing enhancement features of the IT systems and financial technology applications</li> <li>· Ensure the design can facilitate compliance with statutory requirements on credit management</li> <li>· Ensure the enhancement of IT and financial technology applications is in line with the recommendations and its functions are in order</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of feedback concerning systems implementation of credit risk management policies and identification of enhancement needs</li> <li>(ii) Monitoring and facilitating the enhancement work of IT Department to ensure fulfillment of requests and compliance with statutory requirements</li> </ol> |   |   |
| 8   | <b>Remarks</b>             |  |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Systems and Maintenance |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Provide learning activities to disseminate knowledge on credit management   |  |
| 2   | <b>Code</b>                | BRCMCS402A  |  |
| 3   | <b>Range</b>               | Provide different kinds of learning activities to educate knowledge related to credit management. This applies to different information and knowledge related to credit policies, practices and products in the banking industry                    |  |
| 4   | <b>Level</b>               | 4   |  |
| 5   | <b>Credit</b>              | 3   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Identify training needs of different employees  | Be able to: <ul style="list-style-type: none"> <li>· Update changes and developments in banking industry and credit products by collecting information from different reliable sources</li> <li>· Identify kinds of knowledge on credit management required by employees with different roles and responsibilities</li> <li>· Identify the knowledge level and characteristics of different employees in order to design suitable learning activities</li> </ul> |
|   |                            | 6.2 Provide learning activities   | Be able to: <ul style="list-style-type: none"> <li>· Select suitable external programmes on credit management for different employees</li> <li>· Design in-house training programmes which can customize to the needs and knowledge of different employees</li> <li>· Provide different kinds of activities which can promote awareness and deepen understanding in the importance of credit management</li> </ul>   |
|   |                            | 6.3 Exhibit professionalism in providing learning opportunities   | Be able to: <ul style="list-style-type: none"> <li>· Enforce credit training with an aim to enhance the professionalism of staff and offer opportunities for their personal growth</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of different kinds of learning activities to promote knowledge on credit management. The activities should be able to match with the needs and knowledge of different employees |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 3. Credit Management > Credit Systems and Maintenance |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Prepare documents in relations to credit risk management  |   |
| 2   | <b>Code</b>                | BRCMCS301A  |   |
| 3   | <b>Range</b>               | Prepare documents related to credit risk management. This applies to documents of different kinds and to different parties  |   |
| 4   | <b>Level</b>               | 3   |   |
| 5   | <b>Credit</b>              | 3   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Understand the bank's guidelines in documentation   | Be able to: <ul style="list-style-type: none"> <li>Understand the bank's guidelines in documenting information related to credit risks management in order to follow the procedures and standards</li> <li>Understand the standard format and templates of relevant documents in order to execute the tasks independently</li> </ul>  |
|   |                            | 6.2 Prepare and maintain relevant documents in relations to credit risk management  | Be able to: <ul style="list-style-type: none"> <li>Document and revise credit risk management policies and procedures including risk identification, risk measurement, risk grading techniques, reporting and risk control techniques, documentation methods, legal issues and remedial actions of problem loans</li> <li>Check accuracy and reliability of information obtained from internal departments and external service providers</li> <li>Review documents to ensure completeness and actionability of contracts and collateral or guarantee</li> <li>Maintain credit files and approval records in proper ways</li> </ul> |
|   |                            | 6.3 Update credit record of customers properly  | Be able to: <ul style="list-style-type: none"> <li>Update customer's credit records in accordance with their loan repayment activities and/or changes on credit facility structure on regular basis</li> <li>Prepare statements to inform customers their most up-to-date debt status at the bank on regular basis</li> <li>Take actions to constantly observe and review the most recent development in privacy and security protection, and explore grounds for improving the bank's standards in customer credit record management</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Presentation of new and/or revised documents related to credit risk management on regular basis by using standardized templates</li> <li>Presentation of statements informing customers their latest status at the bank on regular basis by using standardized templates</li> </ol> |   |
| 8   | <b>Remarks</b>             |   |   |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 4. Competency Matrix of Compliance and Risk Management |  |   |  |  |   |
|--|--|---|--|--|---|
| QF Level   | 4.1 Compliance   | 4.2 Legal Advice  | 4.3 Risk Control   | 4.4 Business Continuity Planning   | 4.5 Audit   |
| 7  |  |   |  |  |   |
| 6  | Formulate compliance policies, internal standards and enforcement system<br>BRCRCC601A<br>4 Credits                  | Formulate policies on handling suspicious and illegal activities<br>BRCRCL601A<br>4 Credits | Establish overall risk management policies and governance structure<br>BRCRCI601A<br>4 Credits | Formulate business continuity policies<br>BRCRCB601A<br>4 Credits                      | Formulate policies on audit procedures and reporting<br>BRCRCT601A<br>4 Credits |
|  | Establish and maintain monitoring procedures and measures to track compliance fulfillment<br>BRCRCC603A<br>4 Credits |   | Establish and implement risk management plan<br>BRCRCI501A<br>4 Credits                        |  |   |
| 5  | Conduct compliance monitoring procedures and handle breaching of laws<br>BRCRCC501A<br>4 Credits                     | Provide professional services on legal issues<br>BRCRCL501A<br>4 Credits                    | Conduct risk assessment<br>BRCRCI502A<br>4 Credits   | Analyze business impact due to different kinds of disasters<br>BRCRCB501A<br>4 Credits | Design audit programme<br>BRCRCT501A<br>4 Credits                               |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 5 | Review and evaluate compliance programmes of the bank<br>BRCRCC502A<br>4 Credits                                     | Provide advice on new or revised legal / statutory requirements<br>BRCRCL502A<br>4 Credits | Monitor risks level of the operations<br>BRCRCI503A<br>4 Credits           | Develop business continuity plan<br>BRCRCB502A<br>4 Credits                                | Conduct audit programme tracking and monitoring<br>BRCRCT502A<br>4 Credits |
|   | Manage training and education on compliance<br>BRCRCC503A<br>4 Credits   |  | Design measures to alleviate and mitigate risks<br>BRCRCI504A<br>4 Credits | Evaluate effectiveness of business continuity plan<br>BRCRCB503A<br>4 Credits              | Evaluate effectiveness of audit programmes<br>BRCRCT503A<br>4 Credits      |
|   | Liaise with regulators and handle regulatory examinations<br>BRCRCC504A<br>4 Credits                                 |  |  | Conduct regular drill and stress tests on the business continuity plan<br>New<br>4 Credits |  |
|   | Develop internal policies and guidelines to fulfil registration and licensing requirement<br>BRCRCC505A<br>4 Credits |  |  |  |  |
| 4 | Monitor subordinates' behaviors to ensure staff professionalism<br>BRCRCC401A<br>3 Credits                           |  |  |  | Conduct audit reporting<br>BRCRCT401A<br>3 Credits                         |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |  |  |  |  |
|---|---|--|--|--|--|
| 3 | Comply regulatory requirements and<br>internal procedures during job execution<br><br>BRCRCC301A<br><br>3 Credits |  |  |  |  |
|   | Safeguard customer information to<br>enhance security<br><br>BRSSRSR303A<br><br>3 Credits                         |  |  |  |  |
| 2 |   |  |  |  |  |
| 1 |   |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level



#### 4. Compliance and Risk Management

| QF Level  | Function / Competency   | UoC Code          | Credit | Page |
|---|---|-------------------|--------|------|
| Level 6   | <b>Compliance</b>   |                   |        |      |
|   | Formulate compliance policies, internal standards and enforcement system                  | BRCRCC601A        | 4      | 155  |
|   | Establish and maintain monitoring procedures and measures to track compliance fulfillment | BRCRCC603A        | 4      | 156  |
|   | <b>Legal Advice</b>   |                   |        |      |
|   | Formulate policies on handling suspicious and illegal activities                          | BRCRCL601A        | 4      | 165  |
|   | <b>Risk Control</b>   |                   |        |      |
|   | Establish overall risk management policies and governance structure                       | BRCRCI601A        | 4      | 168  |
|   | Establish and implement risk management plan  | BRCRCI501A        | 4      | 169  |
|   | <b>Business Continuity Planning</b>   |                   |        |      |
|   | Formulate business continuity policies  | BRCRCB601A        | 4      | 173  |
|   | <b>Audit</b>  |                   |        |      |
|   | Formulate policies on audit procedures and reporting                                      | BRCRCT601A        | 4      | 178  |
|   | Level 5   | <b>Compliance</b> |        |      |
| Conduct compliance monitoring procedures and handle breaching of laws                     |   | BRCRCC501A        | 4      | 157  |
| Review and evaluate compliance programmes of the bank                                     |   | BRCRCC502A        | 4      | 158  |
| Manage training and education on compliance   |   | BRCRCC503A        | 4      | 159  |
| Liaise with regulators and handle regulatory examinations                                 |   | BRCRCC504A        | 4      | 160  |
| Develop internal policies and guidelines to fulfil registration and licensing requirement |   | BRCRCC505A        | 4      | 161  |
| <b>Legal Advice</b>   |   |                   |        |      |
| Provide professional services on legal issues   |   | BRCRCL501A        | 4      | 166  |
| Provide advice on new or revised legal / statutory requirements                           |   | BRCRCL502A        | 4      | 167  |
| <b>Risk Control</b>   |   |                   |        |      |
| Conduct risk assessment   |   | BRCRCI502A        | 4      | 170  |
| Monitor risks level of the operations   |   | BRCRCI503A        | 4      | 171  |
| Design measures to alleviate and mitigate risks   |   | BRCRCI504A        | 4      | 172  |
| <b>Business Continuity Planning</b>   |   |                   |        |      |
| Analyze business impact due to different kinds of disasters                               |   | BRCRCB501A        | 4      | 174  |
| Develop business continuity plan  |   | BRCRCB502A        | 4      | 175  |
| Evaluate effectiveness of business continuity plan  |   | BRCRCB503A        | 4      | 176  |
| Conduct regular drill and stress tests on the business continuity plan                    |   | New               | 4      | 177  |
| <b>Audit</b>  |   |                   |        |      |
| Design audit programme  |   | BRCRCT501A        | 4      | 179  |
| Conduct audit programme tracking and monitoring   |   | BRCRCT502A        | 4      | 180  |

|         |   |            |   |     |
|---------|---|------------|---|-----|
| Level 5 | Evaluate effectiveness of audit programmes                                  | BRCRCT503A | 4 | 181 |
| Level 4 | <b>Compliance</b>   |            |   |     |
|         | Monitor subordinates' behaviors to ensure staff professionalism             | BRCRCC401A | 3 | 162 |
|         | <b>Audit</b>  |            |   |     |
|         | Conduct audit reporting   | BRCRCT401A | 3 | 182 |
| Level 3 | <b>Compliance</b>   |            |   |     |
|         | Comply regulatory requirements and internal procedures during job execution | BRCRCC301A | 3 | 163 |
|         | Safeguard customer information to enhance security                          | BRSRSR303A | 3 | 164 |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Formulate compliance policies, internal standards and enforcement system  |   |
| 2  | <b>Code</b>                | BRCRCC601A  |   |
| 3  | <b>Range</b>               | Development of internal policies and standards on compliance for the whole bank to keep the bank's business in minimum risk exposure  |   |
| 4  | <b>Level</b>               | 6   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Conduct research on law and regulatory requirements   | Be able to: <ul style="list-style-type: none"> <li>· Possess professional knowledge in law and is highly specialized in ordinances related to banking</li> <li>· Research means of breaching regulations (e.g. money laundering) and analyze potential impacts to the bank</li> <li>· Analyze updated guidelines and circular issued by different regulatory bodies regularly to evaluate the development trend of regulatory requirements</li> <li>· Anticipate future trends and development in banking practices, market environment and regulatory standards of foreign countries etc. based on incomplete information to prepare the bank for upcoming changes in regulations</li> </ul>     |
|  |                            | 6.2 Formulate policies and internal standards   | Be able to: <ul style="list-style-type: none"> <li>· Formulate internal standards by stating practices and procedures acceptable / required by the bank</li> <li>· Review internal policies to ensure they are in line with the modifications in relevant laws and regulations</li> <li>· Specify responsibilities in different functional areas in fulfilling the statutory and regulatory requirements</li> <li>· Formulate policies to specify the bank's orientation in addressing the regulatory requirements</li> <li>· Design policies to enforce compliance with statutory requirements, such as monitoring mechanism, investigation procedures, and disciplinary actions etc.</li> </ul> |
|  |                            | 6.3 Design supporting systems and reporting systems for compliance information  | Be able to: <ul style="list-style-type: none"> <li>· Design necessary infrastructures to accommodate regulatory requirements to ensure the bank can meet the compliance standards</li> <li>· Liaise with different business and operations units to plan for measures in supporting compliance policies</li> <li>· Design effective internal reporting systems to provide management with updated information on compliance</li> <li>· Establish escalation procedures for reporting different types of non-compliance issues to internal parties or regulatory bodies</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <p>(i) Policies and internal standards for compliance are established based on complex analysis of regulatory requirements, the bank's situations and incomplete information on the future trends in banking practices. The policies should cover all relevant regulatory requirements and provide enough protection to the bank</p> |   |
| 8  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Compliance</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Establish and maintain monitoring procedures and measures to track compliance fulfillment  |  |
| <b>2</b>  | <b>Code</b>                | BRCRCC603A   |  |
| <b>3</b>  | <b>Range</b>               | Design and maintain monitoring system covering activities in a broad range of banking functions including business trades, internal operations and service delivery channels, etc.   |  |
| <b>4</b>  | <b>Level</b>               | 6  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Conduct research to identify needs for compliance monitoring   | Be able to: <ul style="list-style-type: none"> <li>· Analyze the future trend and development in regulations based on incomplete information in order to design a monitoring systems which can provide enough protection to the bank in a long run</li> <li>· Liaise with other business and operation units to review needs for monitoring to ensure proper compliance framework and sufficient level of internal control is in place</li> </ul>  |
|   |                            | 6.2 Formulate policies related to compliance monitoring  | Be able to: <ul style="list-style-type: none"> <li>· Formulate document retention policy on compliance in accord with regulatory requirements and retrieval of necessary information (e.g. volume of funds flow, beneficial owner of the account, etc.) in case of investigation or litigation</li> <li>· Develop compliance monitoring measures and plans (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance committees, etc.) when necessary</li> <li>· Establish policies in tackling and investigating non-compliance issues and applying disciplinary action or follow up remedial action</li> </ul> |
|   |                            | 6.3 Maintain established compliance monitoring systems   | Be able to: <ul style="list-style-type: none"> <li>· Review adequacy of resources for compliance function</li> <li>· Analyze compliance risk reported and review the needs in system enhancement</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Design of compliance framework and internal control policies, in which, document retention policy for record keeping are included. The design should be based on analysis on current regulations and anticipation of the future trends</li> <li>(ii) Compliance monitoring plans are adopted and executed throughout the bank thoroughly. The execution is adhered to the guidelines and standards stated by the bank so as to enforce a uniform standard across different units or teams</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Conduct compliance monitoring procedures and handle breaching of laws  |  |
| 2  | <b>Code</b>                | BRCRCC501A   |  |
| 3  | <b>Range</b>               | Conduct regular on-site or off-site review by using different types of measures. This applies to different business units and functional areas of the bank   |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Possess professional knowledge in business law and advanced technical knowledge in compliance monitoring   | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate extensive knowledge in banking operations and practices so as to handle illegal activities in banking context</li> <li>· Evaluate the effectiveness of different mechanisms in detecting deviation from laws and regulations in the banking context</li> </ul>  |
|  |                            | 6.2 Monitor the bank's activities to spot out non-compliance and illegal incidents   | Be able to: <ul style="list-style-type: none"> <li>· Identify suspicious and illegal activities through careful observations and analysis of available information</li> <li>· Execute compliance monitoring plans (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance committees, etc.)</li> <li>· Conduct regular monitoring and assessment on different business and operations units to evaluate the risks of fraud or other illegal activities</li> <li>· Monitor outsourced activities on an on-going basis to ensure its compliance with statutory and regulatory requirements</li> <li>· Review new product or new business approval process to analyze compliance risk involved</li> <li>· Oversee and analyze data and information collected to spot any irregularities or non-compliance issues</li> </ul> |
|  |                            | 6.3 Investigate suspicious, illegal activities and report of non-compliance incidents  | Be able to: <ul style="list-style-type: none"> <li>· Use appropriate methods to investigate possible breaches of laws and regulations in transactions or business activities to find out the truth</li> <li>· Investigate, and report if appropriate, any possible breaches of laws and regulations in transactions or business activities to find out the causes and minimize negative impacts on the reputation and legal position of the bank</li> <li>· Consolidate relevant data and conduct analysis to find out the truth of the case</li> <li>· Review and analyze investigation outcome of customer complaints, suspected fraud and any other compliance issues raised by external parties (e.g. regulatory bodies, external auditors or internal auditors, etc.) to ensure fair judgment has been made</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Tracking of activities critical to compliance and detect non-compliance issues, suspicious and illegal transactions in a timely and accurate manner based on observation and analysis</li> <li>Investigation of non-compliance issues, suspicious and illegal transactions based on complex analysis of relevant data to ensure accuracy and fairness of judgment</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 4. Compliance and Risk Management &gt; Compliance</b> |   |   |     |  |   |     |   |  |     |   |  |
|---|---|---|-----|--|---|-----|---|--|-----|---|--|
| <b>1</b>  | <b>Title</b>  | Review and evaluate compliance programmes of the bank   |     |  |   |     |   |  |     |   |  |
| <b>2</b>  | <b>Code</b>   | BRCRCC502A  |     |  |   |     |   |  |     |   |  |
| <b>3</b>  | <b>Range</b>  | Conduct regular on-site compliance review in different business units, internal operations and service delivery channel of the bank   |     |  |   |     |   |  |     |   |  |
| <b>4</b>  | <b>Level</b>  | 5   |     |  |   |     |   |  |     |   |  |
| <b>5</b>  | <b>Credit</b>   | 4   |     |  |   |     |   |  |     |   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Review coverage of compliance programmes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review current compliance programmes and operational procedures according to bank's practices to:               <ul style="list-style-type: none"> <li>- identify weakness areas,</li> <li>- ensure a proper balance between compliance with statutory requirements and operational efficiency</li> <li>- ensure existing framework is adequate to safeguard the bank from regulatory risks</li> </ul> </li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Evaluate risks in existing compliance framework</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Assess level of compliance risks exposed by the bank under current systems and identify leakage of these systems</li> <li>· Coordinate and work with other units to identify and assess high risks areas</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Identify measures to enhance existing compliance programmes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Suggest improvement strategies to mitigate risk exposure based on the results of programme evaluation</li> <li>· Take necessary steps to ensure interests of all parties being affected are well taken care when enhancement measures are proposed</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Review coverage of compliance programmes | Be able to: <ul style="list-style-type: none"> <li>· Review current compliance programmes and operational procedures according to bank's practices to:               <ul style="list-style-type: none"> <li>- identify weakness areas,</li> <li>- ensure a proper balance between compliance with statutory requirements and operational efficiency</li> <li>- ensure existing framework is adequate to safeguard the bank from regulatory risks</li> </ul> </li> </ul> | 6.2 | Evaluate risks in existing compliance framework | Be able to: <ul style="list-style-type: none"> <li>· Assess level of compliance risks exposed by the bank under current systems and identify leakage of these systems</li> <li>· Coordinate and work with other units to identify and assess high risks areas</li> </ul> | 6.3 | Identify measures to enhance existing compliance programmes | Be able to: <ul style="list-style-type: none"> <li>· Suggest improvement strategies to mitigate risk exposure based on the results of programme evaluation</li> <li>· Take necessary steps to ensure interests of all parties being affected are well taken care when enhancement measures are proposed</li> </ul> |
| 6.1   | Review coverage of compliance programmes                    | Be able to: <ul style="list-style-type: none"> <li>· Review current compliance programmes and operational procedures according to bank's practices to:               <ul style="list-style-type: none"> <li>- identify weakness areas,</li> <li>- ensure a proper balance between compliance with statutory requirements and operational efficiency</li> <li>- ensure existing framework is adequate to safeguard the bank from regulatory risks</li> </ul> </li> </ul>   |     |  |   |     |   |  |     |   |  |
| 6.2   | Evaluate risks in existing compliance framework             | Be able to: <ul style="list-style-type: none"> <li>· Assess level of compliance risks exposed by the bank under current systems and identify leakage of these systems</li> <li>· Coordinate and work with other units to identify and assess high risks areas</li> </ul>  |     |  |   |     |   |  |     |   |  |
| 6.3   | Identify measures to enhance existing compliance programmes | Be able to: <ul style="list-style-type: none"> <li>· Suggest improvement strategies to mitigate risk exposure based on the results of programme evaluation</li> <li>· Take necessary steps to ensure interests of all parties being affected are well taken care when enhancement measures are proposed</li> </ul>  |     |  |   |     |   |  |     |   |  |
| <b>7</b>  | <b>Assessment Criteria</b>                                  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Evaluation reports on compliance programmes and operational procedures are prepared in regular basis. The reports include analyses of relevant information and statistics. They also identify potential risks areas and provide recommendations on improvement measures</li> </ol>  |     |  |   |     |   |  |     |   |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |  |   |     |   |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Manage training and education on compliance   |  |
| 2  | <b>Code</b>                | BRCRCC503A  |  |
| 3  | <b>Range</b>               | Provide different kinds of learning activities in compliance and regulations to educate different types of employees relevant to their job roles. This covers compliance and regulations related to different business trades, internal operations and service delivery channels of the bank  |  |
| 4  | <b>Level</b>               | 5   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Identify training needs in compliance   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate compliance training needs for staff in different functional areas</li> <li>· Monitor profile of compliance skill sets of the bank by assessing staff's knowledge and skills in enforcing the compliance standards</li> <li>· Develop clear objectives for each training and education activities</li> </ul>  |
|  |                            | 6.2 Provide training and education on compliance  | Be able to: <ul style="list-style-type: none"> <li>· Design clear instructions on compliance policies to ensure staff involved are well versed in the procedures</li> <li>· Design activities to develop an effective internal compliance culture by promoting benefits of ethical business conducts</li> <li>· Design education and training programmes on compliance to help staff develop required skills and knowledge</li> <li>· Design relevant activities to promote a sense of compliance awareness in the bank</li> <li>· Design communication programmes on regulation and ordinance for staff in different functional areas</li> <li>· Ensure effectiveness of compliance training and education</li> </ul> |
|  |                            | 6.3 Develop plan on evaluating effectiveness of compliance training and education   | Be able to: <ul style="list-style-type: none"> <li>· Identify improvement measures for each training and education activities to ensure all activities related to compliance implementation are professional conducted</li> <li>· Develop plan on evaluating effectiveness of training and education by measuring post-intervention learning outcomes</li> <li>· Design post-training compliance quiz or assessment program for testing staff's compliance knowledge and skill</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Mechanism for measuring learning effectiveness are developed. The mechanism is able to collect data relevant to learning outcomes in a timely and accurate manner</li> <li>Design education activities on compliance. The design should be based on analysis of impacts on works of different employees brought by the regulations and training needs of different employees</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Liase with regulators and handle regulatory examinations   |   |
| 2  | <b>Code</b>                | BRCRCC504A   |   |
| 3  | <b>Range</b>               | Handle different kinds of regulatory examinations. This applies to examinations in different aspects of the bank's operations  |   |
| 4  | <b>Level</b>               | 5  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Liase with regulators  | Be able to: <ul style="list-style-type: none"> <li>· Liase with regulatory bodies in drafting internal guidelines related to code of conduct or banking practices for ensuring that the bank is protected from unnecessary regulatory or other kinds of risks; and its interest is well represented</li> <li>· Liase with law enforcement agencies or regulatory bodies to investigate suspicious transactions reported to prevent the bank from unnecessary losses</li> </ul>  |
|  |                            | 6.2 Supervise regulatory examinations  | Be able to: <ul style="list-style-type: none"> <li>· Review the result of the findings and recommendations</li> <li>· Identify circumstances which is of reasonable belief that offending activities are committed to fund movement involved in transmission, investment, loans transaction, etc.</li> <li>· Provide assistance to regulatory bodies in case of on-site examination</li> <li>· Supervise the carrying out of self-assessment exercises requested by regulatory authorities and follow up any non-compliance cases revealed in the exercise</li> </ul> |
|  |                            | 6.3 Exhibit professionalism in handling regulatory examinations  | Be able to: <ul style="list-style-type: none"> <li>· Openly discuss issues identified with regulatory bodies and accept recommendations positively to implement enhancement measures</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Internal guidelines on code of conduct on banking practices based on the analysis on requirements and interests of different parties</li> <li>Supervision of the whole process of regulatory examinations to ensure successful completion of all requirements by regulatory bodies, including providing assistance, identifying non-compliance issues, etc.</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Develop internal policies and guidelines to fulfil registration and licensing requirement   |   |
| 2  | <b>Code</b>                | BRCRCC505A  |   |
| 3  | <b>Range</b>               | Set internal policies on and regulate registration and licensing. This applies to staff with different job responsibilities   |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Set internal guidelines for fulfilling licensing requirements   | Be able to: <ul style="list-style-type: none"> <li>Evaluate licensing requirements of banks and banking practitioners as stated by different regulatory bodies or ordinances</li> <li>Set internal guidelines in instructing staff to take registration and licensing examinations</li> <li>Develop checking measures to ensure that the bank has fulfilled licensing requirements as stated by regulatory bodies</li> </ul>                  |
|  |                            | 6.2 Identify needs of registration and licensing  | Be able to: <ul style="list-style-type: none"> <li>Specify registration and licensing requirements for employees holding different posts / jobs</li> <li>Identify employees who need to attend registration and licensing examinations by reviewing the record system</li> </ul>  |
|  |                            | 6.3 Provide assistance to staff in preparing for registration and licensing   | Be able to: <ul style="list-style-type: none"> <li>Identify suitable professional training programmes or other kinds of educational initiatives to prepare staff for different registration and licensing examinations</li> <li>Advice on the arrangement of staff to enhance professional standings and personal growth via attaining registration / licensing requirements without hampering operation efficiency of their units</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Guidelines in relation to satisfaction of licensing requirements are prepared for relevant staff. The information presented outlines clearly and accurately the updated regulatory requirements so that employees and their supervisors are able to understand the details</li> <li>Identification of staff who needs to go through registration and licensing procedures based on analysis on types of examinations and licenses required by different posts and the fulfillment status (e.g. expiry date) of different employees</li> <li>Provision of advice to staff on fulfilling the registration and licensing requirements after evaluating the operational environment of their job functions</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |  |   |     |  |  |     |  |  |     |                                 |  |     |  |  |
|--|--|---|-----|--|--|-----|--|--|-----|---------------------------------|--|-----|--|--|
| 1  | <b>Title</b>                                   | Monitor subordinates' behaviors to ensure staff professionalism   |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 2  | <b>Code</b>                                    | BRCRCC401A  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 3  | <b>Range</b>                                   | Monitor the professional standards of subordinates by monitoring the behaviors against the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of jobs-related tasks/behaviors  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 4  | <b>Level</b>                                   | 4   |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 5  | <b>Credit</b>                                  | 3   |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 6  | <b>Competency</b>                              | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Identify critical behaviors for monitoring</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the requirements of internal audit in order to identify behaviors that should be monitored</li> <li>· Identify major standards governing the professional standards of a banking practitioner</li> <li>· Identify high risks areas or common breaching behaviors in order to decide the focus of monitoring</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Educate staff on the topic of compliance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of latest development or changes in laws, regulations, market news and customers demands and communicate new expectations to staff</li> <li>· Identify critical training needs on compliance of each employee and arrange staff to attend appropriate training</li> <li>· Evaluate staff's performance and provide suitable coaching to assist them to comply to the internal standards or external regulations</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Monitor subordinate's behaviors</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Observe staff's behaviors to ensure they have observed the professional standards</li> <li>· Identify suspicious cases and carry appropriate actions to verify whether non-compliance issues are present</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Handle non-compliance behaviors professionally</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate seriousness of the situations and take appropriate actions according to the bank's guidelines</li> <li>· Identify/Collect evidences by conducting thorough analysis in order to support the investigation</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Identify critical behaviors for monitoring | Be able to: <ul style="list-style-type: none"> <li>· Understand the requirements of internal audit in order to identify behaviors that should be monitored</li> <li>· Identify major standards governing the professional standards of a banking practitioner</li> <li>· Identify high risks areas or common breaching behaviors in order to decide the focus of monitoring</li> </ul> | 6.2 | Educate staff on the topic of compliance | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of latest development or changes in laws, regulations, market news and customers demands and communicate new expectations to staff</li> <li>· Identify critical training needs on compliance of each employee and arrange staff to attend appropriate training</li> <li>· Evaluate staff's performance and provide suitable coaching to assist them to comply to the internal standards or external regulations</li> </ul> | 6.3 | Monitor subordinate's behaviors | Be able to: <ul style="list-style-type: none"> <li>· Observe staff's behaviors to ensure they have observed the professional standards</li> <li>· Identify suspicious cases and carry appropriate actions to verify whether non-compliance issues are present</li> </ul> | 6.4 | Handle non-compliance behaviors professionally | Be able to: <ul style="list-style-type: none"> <li>· Evaluate seriousness of the situations and take appropriate actions according to the bank's guidelines</li> <li>· Identify/Collect evidences by conducting thorough analysis in order to support the investigation</li> </ul> |
| 6.1  | Identify critical behaviors for monitoring     | Be able to: <ul style="list-style-type: none"> <li>· Understand the requirements of internal audit in order to identify behaviors that should be monitored</li> <li>· Identify major standards governing the professional standards of a banking practitioner</li> <li>· Identify high risks areas or common breaching behaviors in order to decide the focus of monitoring</li> </ul>  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 6.2  | Educate staff on the topic of compliance       | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of latest development or changes in laws, regulations, market news and customers demands and communicate new expectations to staff</li> <li>· Identify critical training needs on compliance of each employee and arrange staff to attend appropriate training</li> <li>· Evaluate staff's performance and provide suitable coaching to assist them to comply to the internal standards or external regulations</li> </ul>  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 6.3  | Monitor subordinate's behaviors                | Be able to: <ul style="list-style-type: none"> <li>· Observe staff's behaviors to ensure they have observed the professional standards</li> <li>· Identify suspicious cases and carry appropriate actions to verify whether non-compliance issues are present</li> </ul>  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 6.4  | Handle non-compliance behaviors professionally | Be able to: <ul style="list-style-type: none"> <li>· Evaluate seriousness of the situations and take appropriate actions according to the bank's guidelines</li> <li>· Identify/Collect evidences by conducting thorough analysis in order to support the investigation</li> </ul>  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 7  | <b>Assessment Criteria</b>                     | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Critical behaviors of subordinates are identified and monitored in order to prevent/decrease non-compliance behaviors</li> <li>(ii) Provision of appropriate education / coaching to staff according to the different performance / professional requirements</li> <li>(iii) Handling non-compliance issues by taking appropriate actions after evaluating the situations</li> </ol>  |     |  |  |     |  |  |     |                                 |  |     |  |  |
| 8  | <b>Remarks</b>                                 |   |     |  |  |     |  |  |     |                                 |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Compliance |                            |   |  |  |
|--|----------------------------|---|--|--|
| 1  | <b>Title</b>               | Comply regulatory requirements and internal procedures during job execution   |  |  |
| 2  | <b>Code</b>                | BRCRCC301A  |  |  |
| 3  | <b>Range</b>               | Maintain high professional standards in work by observing the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of jobs-related tasks/behaviors   |  |  |
| 4  | <b>Level</b>               | 3   |  |  |
| 5  | <b>Credit</b>              | 3   |  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|  |                            | 6.1   | Understand professional standards of a banking practitioner                    | Be able to: <ul style="list-style-type: none"> <li>· Understand the banking environment and the relevant banking regulations (e.g. anti-money laundering, KYC) to ensure compliance</li> <li>· Understand the bank's internal guidelines and code of conduct governing the investment behaviors, corruption, conflicts of interests, etc. to ensure compliance</li> <li>· Understand the internal audit systems of the bank thus the expectations on their behavior and act accordingly</li> </ul> |
|  |                            | 6.2   | Act accord to standards  | Be able to: <ul style="list-style-type: none"> <li>· Identify how the internal standards or external regulations may affect the execution of tasks</li> <li>· Act accord to the stated guidelines of the bank and report to supervisors whenever there is doubt</li> <li>· Attend relevant training to ensure compliance with the bank's guidelines</li> </ul>   |
|  |                            | 6.3   | Demonstrate professional behaviors in compliance of guidelines and regulations | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate desired values and behaviours of the bank and high personal standards of ethics in addition to those required by rules and regulations</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Knowledge in banking related regulations, internal guidelines and code of conduct and their application to job is demonstrated</li> <li>(ii) Observance to all relevant regulations, internal guidelines and code of conduct without any breaching behaviors</li> </ol> |  |  |
| 8  | <b>Remarks</b>             |   |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Compliance</b> |                            |  |  |   |
|---|----------------------------|--|--|---|
| <b>1</b>  | <b>Title</b>               | Safeguard customer information to enhance security   |  |   |
| <b>2</b>  | <b>Code</b>                | BRSRSR303A   |  |   |
| <b>3</b>  | <b>Range</b>               | Adhere to the policies related to customer information protection. This applies to handling of all kinds of personal data of customer possessed by the bank  |  |   |
| <b>4</b>  | <b>Level</b>               | 3  |  |   |
| <b>5</b>  | <b>Credit</b>              | 3  |  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Understand privacy requirements on personal data of customers and its implication on daily work    | Be able to: <ul style="list-style-type: none"> <li>· Understand the regulations or ordinances governing privacy of personal data</li> <li>· Review the current regulations and understand the future trend in privacy regulations</li> <li>· Understand the policies and practices of the bank in handling customer's personal data to prevent violating the standards</li> </ul>   |
|   |                            | 6.2  | Collect and record customer information according to the guidelines of the bank to prevent leakage | Be able to: <ul style="list-style-type: none"> <li>· Comply to the stated processes while interacting with account holders in order to better safeguard customer information</li> <li>· Comply with the requirements of laws and regulations when collect and retain information</li> </ul>   |
|   |                            | 6.3  | Display respect to customer's privacy when handling customer personal data                         | Be able to: <ul style="list-style-type: none"> <li>· Adhere to the privacy policies and practices of the banking industry and do not disclose any bank account information to any other third party, except as permitted by law</li> <li>· Respect customer's privacy and take strong action to safeguard their account information, including online banking transactions</li> <li>· Provide customer with helpful information about privacy and information security so as to help protect themselves from identity theft, and limit direct marketing from other parties</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Demonstration of positive behavior to protect customer's privacy when handling their personal data. The collecting, recording, storing and retrieving of customer data are complied to both external regulatory requirements and internal guidelines |  |   |
| <b>8</b>  | <b>Remarks</b>             |  |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 4. Compliance and Risk Management &gt; Legal Advice</b> |  |   |     |  |  |     |   |  |     |   |   |
|---|--|---|-----|--|--|-----|---|--|-----|---|---|
| <b>1</b>  | <b>Title</b>   | Formulate policies on handling suspicious and illegal activities  |     |  |  |     |   |  |     |   |   |
| <b>2</b>  | <b>Code</b>  | BRCRCL601A  |     |  |  |     |   |  |     |   |   |
| <b>3</b>  | <b>Range</b>   | Formulate policies on handling suspicious and illegal activities. This applies to all kinds of banking activities which is suspected to have breached laws and regulations that govern banking operations   |     |  |  |     |   |  |     |   |   |
| <b>4</b>  | <b>Level</b>   | 6   |     |  |  |     |   |  |     |   |   |
| <b>5</b>  | <b>Credit</b>  | 4   |     |  |  |     |   |  |     |   |   |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Formulate policies for investigating suspicious and illegal activities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Formulate policies in investigating suspicious banking transactions of individual customer account after analyzing regulatory requirements and operations of the bank</li> <li>· Formulate policies in investigating or regulating integrity of activities of the bank or individual employees</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design complementary measures to support the policies</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze the policies and existing operations to formulate measures in reporting, recording and information dissemination to facilitate the handling of frauds, crimes and other irregularities</li> <li>· Develop training programmes related to fraud awareness and knowledge in relevant counter measures after analyzing the existing skills level and knowledge of employees</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Instill professionalism in policies formulation</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Take steps to protect the interests of both customers and the bank when developing the policies and procedures of investigation; ensure information and data regarding suspicious transactions are collected via proper channels and means</li> <li>· Take initiatives to regularly review the development in customer transactions privacy and security protection, and explore grounds for improving the bank's practices in suspicious cases investigation</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Formulate policies for investigating suspicious and illegal activities | Be able to: <ul style="list-style-type: none"> <li>· Formulate policies in investigating suspicious banking transactions of individual customer account after analyzing regulatory requirements and operations of the bank</li> <li>· Formulate policies in investigating or regulating integrity of activities of the bank or individual employees</li> </ul> | 6.2 | Design complementary measures to support the policies | Be able to: <ul style="list-style-type: none"> <li>· Analyze the policies and existing operations to formulate measures in reporting, recording and information dissemination to facilitate the handling of frauds, crimes and other irregularities</li> <li>· Develop training programmes related to fraud awareness and knowledge in relevant counter measures after analyzing the existing skills level and knowledge of employees</li> </ul> | 6.3 | Instill professionalism in policies formulation | Be able to: <ul style="list-style-type: none"> <li>· Take steps to protect the interests of both customers and the bank when developing the policies and procedures of investigation; ensure information and data regarding suspicious transactions are collected via proper channels and means</li> <li>· Take initiatives to regularly review the development in customer transactions privacy and security protection, and explore grounds for improving the bank's practices in suspicious cases investigation</li> </ul> |
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| 6.2   | Design complementary measures to support the policies                  | Be able to: <ul style="list-style-type: none"> <li>· Analyze the policies and existing operations to formulate measures in reporting, recording and information dissemination to facilitate the handling of frauds, crimes and other irregularities</li> <li>· Develop training programmes related to fraud awareness and knowledge in relevant counter measures after analyzing the existing skills level and knowledge of employees</li> </ul>  |     |  |  |     |   |  |     |   |   |
| 6.3   | Instill professionalism in policies formulation                        | Be able to: <ul style="list-style-type: none"> <li>· Take steps to protect the interests of both customers and the bank when developing the policies and procedures of investigation; ensure information and data regarding suspicious transactions are collected via proper channels and means</li> <li>· Take initiatives to regularly review the development in customer transactions privacy and security protection, and explore grounds for improving the bank's practices in suspicious cases investigation</li> </ul>   |     |  |  |     |   |  |     |   |   |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Policies on investigating suspicious and illegal transactions formulated. The policies are able to address the regulatory requirements while minimize disruption to daily operation of the bank. Moreover, the policies can facilitate the identification of illegal activities in an effective manner</li> <li>(ii) Provision of complementary measures in facilitating implementation of the policies after analyzing the existing policies, operations of the bank and abilities of employees</li> </ol>   |     |  |  |     |   |  |     |   |   |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |  |     |   |  |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Legal Advice |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Provide professional services on legal issues  |   |
| 2  | <b>Code</b>                | BRCRCL501A   |   |
| 3  | <b>Range</b>               | Provision of professional services on legal matters. This applies to the bank's activities in different business areas and functions   |   |
| 4  | <b>Level</b>               | 5  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Possess professional knowledge in business law   | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate professional knowledge in laws; is well-versed in banking ordinances in particular</li> <li>· Demonstrate extensive knowledge in banking operations and practices so as to provide legal advice relevant to banking context</li> </ul>   |
|  |                            | 6.2 Provide legal advice to the bank   | Be able to: <ul style="list-style-type: none"> <li>· Provide advice on legal aspects of the bank's activities and handle legal enquiries</li> <li>· Recommend solutions to questionable legal conditions</li> <li>· Oversee legal operations of the bank and provide advice to prevent from unnecessary legal risk</li> <li>· Advise management on the legal implications of different activities</li> </ul>  |
|  |                            | 6.3 Prepare reports and documents on legal aspects   | Be able to: <ul style="list-style-type: none"> <li>· Consolidate data and prepare reports or other supporting evidence to illustrate legitimacy of the bank's action</li> <li>· Provide regular and accurate reports to management on legal matters including analysis of significant matters, concerns or breaches of regulations</li> <li>· Prepare and review legal documents related to the bank's activities to prevent regulatory risks and protect the bank from unnecessary loss</li> </ul>   |
|  |                            | 6.4 Handle different kinds of litigation   | Be able to: <ul style="list-style-type: none"> <li>· Direct and defense to retain, supervise and oversee external counsel against lawsuit or prosecution when the bank is involved in any court cases</li> <li>· Participate and represent the bank to retain, supervise and oversee external counsel in litigations and make recommendations on appropriate legal actions</li> <li>· Support investigations of any illegal transactions by providing necessary information (e.g. account holders, transaction details) to relevant regulatory / enforcement bodies and ensure that provision of information does not breach ordinance related to privacy and use of information</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of professional advice and relevant support which offer useful solutions to legal problems. The services given can demonstrate an accurate interpretation of different situations and the ability to flexibly apply legal expertise to tackle different issues under diverse scenarios |   |
| 8  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Legal Advice |                            |  |  |  |
|--|----------------------------|--|--|--|
| 1  | <b>Title</b>               | Provide advice on new or revised legal / statutory requirements  |  |  |
| 2  | <b>Code</b>                | BRCRCL502A   |  |  |
| 3  | <b>Range</b>               | Update staff with changes in regulatory requirements. This applies to staff of different kinds and any regulation which has impacts on the bank's business   |  |  |
| 4  | <b>Level</b>               | 5  |  |  |
| 5  | <b>Credit</b>              | 4  |  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|  |                            | 6.1  | Analyze impacts of new statutory requirements  | Be able to: <ul style="list-style-type: none"> <li>· Analyze new statutory requirements regularly and assess their impacts on the bank</li> </ul>  |
|  |                            | 6.2  | Provide advice on new or revised legal / statutory requirements to staff of the bank | Be able to: <ul style="list-style-type: none"> <li>· Draft interpretation of new laws and regulations according to the needs of different job posts</li> <li>· Provide information and input in the design of necessary training or educational programmes to ensure that staff of the bank are well versed in the new laws and regulations relevant to their posts</li> <li>· Design relevant information and publication to update staff of the bank about any new development in regulations</li> </ul> |
|  |                            | 6.3  | Enhance knowledge and professionalism of staff in compliance requirements            | Be able to: <ul style="list-style-type: none"> <li>· Strive to enhance staff competence and professionalism in compliance related matters hence to facilitate their personal growth and career development</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of relevant information on the new development in regulation to different staff after analyzing impacts of new regulations and needs of different employees</li> </ol> |  |  |
| 8  | <b>Remarks</b>             |  |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Risk Control |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Establish overall risk management policies and governance structure  |  |
| 2  | <b>Code</b>                | BRCRCI601A   |  |
| 3  | <b>Range</b>               | Establish risk management policies for the whole bank. This covers risks of any kinds and operations in different areas  |  |
| 4  | <b>Level</b>               | 6  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Conduct research on needs in risks management  | Be able to: <ul style="list-style-type: none"> <li>Review adequacy of existing risk management practices and policies to evaluate whether they can catch up with the changing environment</li> <li>Anticipate the future trends and development in the business environment to identify possible risks which the bank is exposed to</li> <li>Develop a comprehensive understanding of the bank to know its key business, functions, strategies, products and services so as to identify possible risk areas</li> </ul> |
|  |                            | 6.2 Establish risk control policies and governance structure   | Be able to: <ul style="list-style-type: none"> <li>Liaise with management and related parties to formulate policies to identify, assess, monitor and report on risks (e.g. credit risk, interest rate risk, market risk, liquidity risk, operational risk, reputation risk, legal risk, strategic risk, etc.)</li> <li>Develop management information system to report and record risk levels of key activities</li> <li>Establish a governance structure to support the risk management policies</li> </ul>           |
|  |                            | 6.3 Exhibit professionalism in risk management policies formulation  | Be able to: <ul style="list-style-type: none"> <li>Review and update risk management policies regularly with an aim to strive for excellence</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <p>(i) Risk management policies and governance structure are developed and installed within the bank. These policies are formulated according to critical analyses of different information including the bank's business, operations and future trends in the business environment. They also illustrate an accurate assessment of risks faced by the bank</p> |  |
| 8  | <b>Remarks</b>             |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Risk Control |                            |   |   |  |
|--|----------------------------|---|---|--|
| 1  | <b>Title</b>               | Establish and implement risk management plan  |   |  |
| 2  | <b>Code</b>                | BRCRCI501A  |   |  |
| 3  | <b>Range</b>               | Establish risk management plan to monitor risk level for a particular business area. The plan should cover measurement on different kinds of risk   |   |  |
| 4  | <b>Level</b>               | 5   |   |  |
| 5  | <b>Credit</b>              | 4   |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Analyze needs in risk management                                    | Be able to: <ul style="list-style-type: none"> <li>· Analyze different operations of the bank to identify significant activities (e.g. assets management, treasury activities, etc.) which warrants risk management and controls</li> </ul>  |
|  |                            | 6.2   | Develop risk management plan based on the results of risks analysis | Be able to: <ul style="list-style-type: none"> <li>· Develop specific risk management tactics according to types of products, customer segments or geographical locations and etc. and be consistent with the bank's business strategies and risk appetites</li> <li>· Set up risk limits in key activities of the bank after identifying and categorizing possible risks</li> <li>· Develop risk management plan to identify, assess, monitor and report on risks exposed to the bank</li> <li>· Develop relevant infrastructure to support the management plan</li> <li>· Design monitoring measures to ensure implementation of the risk management plan</li> </ul> |
|  |                            | 6.3   | Design tools in risk management /                                   | Be able to: <ul style="list-style-type: none"> <li>· Develop different assessment tools or measurement methods after considering particular needs (e.g. nature, business need, staff expertise, etc.) of the plan</li> <li>· Design measures to monitor limit utilization and ensure risk level are within preset criteria</li> </ul>  |
|  |                            | 6.4   | Implement risk management plan                                      | Be able to: <ul style="list-style-type: none"> <li>· Put the strategic plan of managing identified threats and exploiting opportunities into action after sufficient resource acquisition and coordination</li> <li>· Conduct periodic evaluation and review of the risks, update issues and risks individually when necessary</li> <li>· Evaluate if the plan provides feasible and effective risk mitigation to responsible parties for their successful implementation</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Development of risk management plan and tools to monitor risk levels and identify risk exceptions based on analysis on the bank's operations and needs in risks management policies</li> <li>(ii) Implement risk management plan and review periodically to ensure effective mitigation measures are available</li> </ul> |   |  |
| 8  | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Risk Control</b> |                            |  |                                   |   |
|---|----------------------------|--|-----------------------------------|---|
| <b>1</b>  | <b>Title</b>               | Conduct risk assessment  |                                   |   |
| <b>2</b>  | <b>Code</b>                | BRCRCI502A   |                                   |   |
| <b>3</b>  | <b>Range</b>               | Measure risks level in different operations of the bank. This applies to different kinds of risks  |                                   |   |
| <b>4</b>  | <b>Level</b>               | 5  |                                   |   |
| <b>5</b>  | <b>Credit</b>              | 4  |                                   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |                                   |   |
|   |                            | 6.1  | Plan for risk assessment          | Be able to: <ul style="list-style-type: none"> <li>· Understand examination activities and the execution plans to ensure a smooth implementation</li> <li>· Liaise with different business and operation units on arrangement for the risk assessment</li> </ul>  |
|   |                            | 6.2  | Carry out risk assessment         | Be able to: <ul style="list-style-type: none"> <li>· Apply specialized methods or measures to conduct risk assessment and review major activities of the bank to measure types, direction and levels of risks</li> <li>· Conduct risk assessment for new products or new business plans and make recommendations regarding stakes of the project</li> <li>· Conduct sensitivity analysis and stress-testing to evaluate prospective impact under unusual market conditions</li> <li>· Oversee transactional limits of different operations (e.g. approval authority, expenditure parameters, etc.) and ensure registration of credit lines is within approved limits</li> </ul> |
|   |                            | 6.3  | Analyze data from risk assessment | Be able to: <ul style="list-style-type: none"> <li>· Identify risks that arising from changes in political, economic, social and technological environment</li> <li>· Review risk profile and identify areas of weakness which may affect risks exposed by the bank</li> <li>· Prepare risk or reward scenarios after analyzing the identified potential risks</li> <li>· Assign risk management ratings to major activities of the bank after risk examination</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Conduct risks assessment according to the stated plan by adopting specialized methods in risk assessment</li> <li>(ii) Risk assessment reports are presented on a regular basis. The reports are well organized with a clear and systematic flow to facilitate easy understanding of assessment results. In addition, high risks areas are also enlisted on the report based on thorough analysis of different data</li> </ol> |                                   |   |
| <b>8</b>  | <b>Remarks</b>             |  |                                   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Risk Control</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Monitor risks level of the operations  |   |
| <b>2</b>  | <b>Code</b>                | BRCRCI503A   |   |
| <b>3</b>  | <b>Range</b>               | Monitor risks level in different operations of the bank. This applies to different kinds of risks  |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Monitor movements in risks level of identified operations  | Be able to: <ul style="list-style-type: none"> <li>· Monitor risks level movement of internal operations to ensure margin levels are maintained</li> <li>· Liaise with different business and operation units to carry out control measures for monitoring risk level</li> <li>· Detect abnormal changes in the bank's risk profile promptly</li> </ul>   |
|   |                            | 6.2 Monitor data obtained from risks measurement   | Be able to: <ul style="list-style-type: none"> <li>· Report excesses and exceptions to management after analyzing the urgency of the situation</li> <li>· Oversee documentation of data to ensure accurate and updated information regarding risk management is properly kept</li> <li>· Aggregate data on different basis (e.g. product, geographical and functions) and calculate risk-adjusted performance</li> <li>· Construct risk profile or matrix to document findings and to indicate the bank's status in different types of risks and relevant risk management strategies</li> </ul> |
|   |                            | 6.3 Investigate irregularities in risks level  | Be able to: <ul style="list-style-type: none"> <li>· Carry out investigation on any irregularity to discover causes of the issues</li> <li>· Recommend corrective actions to prevent the case from worsening and facilitate resumption of normal routine operations</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Monitor the risks level and promptly report cases concerning excess limit of risks to relevant parties to minimize bank's loss. The report of risks demonstrates sound judgment based on thorough analysis of relevant information and accurate assessment of situations</li> <li>(ii) Investigation of irregularities in risks level to identify root causes of the problems and recommend improvement measures. The suggestions should be based on analysis of data obtained from risks measurement</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Risk Control</b> |                            |  |  |   |
|---|----------------------------|--|--|---|
| <b>1</b>  | <b>Title</b>               | Design measures to alleviate and mitigate risks  |  |   |
| <b>2</b>  | <b>Code</b>                | BRCRCI504A   |  |   |
| <b>3</b>  | <b>Range</b>               | Design measures to alleviate and mitigate risks. This applies to different kinds of risks and mitigation activities  |  |   |
| <b>4</b>  | <b>Level</b>               | 5  |  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Assess impacts brought by the risks exposure     | Be able to: <ul style="list-style-type: none"> <li>· Assess and evaluate impact created by various risk incidents on different operations and different parties (e.g. employees, business partners, customers)</li> </ul>   |
|   |                            | 6.2  | Devise plans on risks alleviation and mitigation | Be able to: <ul style="list-style-type: none"> <li>· Develop risk mitigation techniques (e.g. hedging) which are tailored to different kinds of risks</li> <li>· Liaise with different business and operation units to design recovery actions</li> <li>· Design contingency plans on different kinds of risks in order to minimize disruption to daily operations</li> <li>· Coordinate with internal units to plan for publicity and relationship issues arising out of the incident to minimize the impact brought by the risks</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Design of contingency plans and other risk mitigation initiatives to ensure prompt response to incidents. The design is based on accurate analysis of the particular situation; attention has been paid to key factors during implementation so as to minimize negative impacts to the bank</li> </ul> |  |   |
| <b>8</b>  | <b>Remarks</b>             |  |  |   |

| Specification of Competency Standards for Retail Banking (2016)    |                            |   |   |   |
|--|----------------------------|---|---|---|
| > 4. Compliance and Risk Management > Business Continuity Planning |                            |   |   |   |
| 1  | <b>Title</b>               | Formulate business continuity policies  |   |   |
| 2  | <b>Code</b>                | BRCRCB601A  |   |   |
| 3  | <b>Range</b>               | Develop policies in business continuity. This applies to the maintenance of the bank's business and operations in different functions and geographical areas  |   |   |
| 4  | <b>Level</b>               | 6   |   |   |
| 5  | <b>Credit</b>              | 4   |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|  |                            | 6.1   | Research approaches in business continuity                        | Be able to: <ul style="list-style-type: none"> <li>Evaluate different approaches in business continuity in order to recommend models which are suitable to the bank's business strategies, operations, business procedures, services and resources, etc.</li> </ul>   |
|  |                            | 6.2   | Formulate policies and supporting measures on business continuity | Be able to: <ul style="list-style-type: none"> <li>Establish policies, processes and standards for business operations during disasters</li> <li>Provide necessary infrastructure or resources to facilitate implementation of business continuity policies</li> <li>Identify vital information for critical business recovery to formulate policies on record management</li> <li>Formulate policies regarding communication with external parties (e.g. regulators, media, business partners, etc.) to ensure consistent flow of up-to-date message to prevent rumors or panic</li> <li>Formulate policies regarding internal communication during disaster in order to coordinate recovery effort</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Business continuity policies and supporting measures which are able to ensure operation of the bank during unexpected events are formulated. The plan displays expertise in business continuity planning and can guide operational procedures under extraordinary circumstances which are designed according to critical analyses of different sources of information such as impacts of disasters, bank's standard operations and business procedures, minimum level of customer service requirements and regulatory compliance, etc.</li> </ul> |   |   |
| 8  | <b>Remarks</b>             |   |   |   |

| Specification of Competency Standards for Retail Banking (2016)    |                            |  |   |   |
|--|----------------------------|--|---|---|
| > 4. Compliance and Risk Management > Business Continuity Planning |                            |  |   |   |
| 1  | <b>Title</b>               | Analyze business impact due to different kinds of disasters  |   |   |
| 2  | <b>Code</b>                | BRCRCB501A   |   |   |
| 3  | <b>Range</b>               | Conduct comprehensive analysis on the impacts of different kinds of disasters which should cover the probability of occurrence, potential impact on different areas, financial loss and recovery actions etc.  |   |   |
| 4  | <b>Level</b>               | 5  |   |   |
| 5  | <b>Credit</b>              | 4  |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|  |                            | 6.1  | Estimate business impact of different disasters   | Be able to: <ul style="list-style-type: none"> <li>· Identify potential risks in business continuity by analyzing the bank's operation, financial status, regulatory obligations and relationship with customers with consideration given to address reputation</li> <li>· Assess impacts on the bank's business and operations during times of different disasters</li> <li>· Conduct periodic review of Business Impact Analysis to ensure risk arising out of new business process are properly addressed</li> </ul>   |
|  |                            | 6.2  | Determine areas which require continuity planning | Be able to: <ul style="list-style-type: none"> <li>· Identify critical activities in business, banking services, operation and internal support functions that must be maintained and continued in case of disaster</li> <li>· Determine critical interdependencies (both internal and external), without which, the bank would be failed in continuing operation</li> </ul>  |
|  |                            | 6.3  | Suggest continuity measures based on the analysis | Be able to: <ul style="list-style-type: none"> <li>· Estimate time and resources required for the bank to resume critical activities and outline minimum level of services that can be delivered in case of disasters</li> <li>· Formulate protective measures to minimize disruption to the bank's business and operations during disasters and to mitigate risks exposed to the bank (e.g. insurance policy)</li> <li>· Recommend changes in existing operation mode in order to minimize potential loss or disruption suffered by the bank in case of disasters</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Identification of critical areas for sustaining the bank's business during times of disasters after analyzing the bank's operations and estimated impacts of different disasters</li> <li>(ii) An analysis on impacts of disasters to outlining the bank's different scenarios under different kinds and scales of disasters. The analysis provides valid assumptions and consolidation of different information. Moreover, the analysis is also able to present feasible proposals to minimize potential loss and/or business disruption of the bank</li> </ol> |   |   |
| 8  | <b>Remarks</b>             |  |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Business Continuity Planning</b> |                            |  |   |   |
|---|----------------------------|--|---|---|
| <b>1</b>  | <b>Title</b>               | Develop business continuity plan   |   |   |
| <b>2</b>  | <b>Code</b>                | BRCRCB502A   |   |   |
| <b>3</b>  | <b>Range</b>               | Production of business continuity plan. This applies to the maintenance of the bank's business and operations in different functions and geographical areas  |   |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|   |                            | 6.1  | Evaluate business operations of different units | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the operations of own and related units and the potential impacts of different disasters</li> <li>· Formulate criteria of activation of business continuity plan</li> </ul>   |
|   |                            | 6.2  | Develop recovery strategy                       | Be able to: <ul style="list-style-type: none"> <li>· Formulate strategies and process on recovery or back up arrangement to outline recovery priority of different services, route of alternate processing (service delivery in a way different from the normal process), and required time for execution of the recovery plan</li> <li>· Formulate plans on minimum service delivery during disasters based on business impact analysis which covers details such as alternative site, technology, personnel requirement etc.</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulation of continuity plans which contain feasible strategies that assist the bank recovering from disasters. Strategies for different scenarios and under different assumptions are developed. The reasoning of the strategies are also presented which include but not limited to the analyses on disasters impacts, bank's operations, resources supply after disasters and resources allocation etc. |   |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Business Continuity Planning</b> |                            |  |   |   |
|---|----------------------------|--|---|---|
| <b>1</b>  | <b>Title</b>               | Evaluate effectiveness of business continuity plan   |   |   |
| <b>2</b>  | <b>Code</b>                | BRCRCB503A   |   |   |
| <b>3</b>  | <b>Range</b>               | Conduct a comprehensive evaluation on the effectiveness of the continuity plan. This applies to continuity plan of for different disasters and in different units  |   |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|   |                            | 6.1  | Monitor testing and review on the plan                  | Be able to: <ul style="list-style-type: none"> <li>· Monitor regular testing on business continuity plans and prepare related reports to management</li> <li>· Review plans on business continuity regularly to assess their feasibility and adherence to the bank's policies</li> <li>· Evaluate and review for any plan activated, maintain proper records and identify improvement areas for business continuity plans</li> <li>· Monitor live scenario tests involving interdependent stakeholders</li> </ul> |
|   |                            | 6.2  | Analyze the results of testing and make recommendations | Be able to: <ul style="list-style-type: none"> <li>· Evaluate outcomes and identify lessons learnt from live scenario tests</li> <li>· Identify potential crisis scenarios and develop specific crisis management plans to minimize impact</li> <li>· Make necessary updates or recommendations on improvement areas for business continuity plans</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Monitoring of testing or review on business continuity plan to ensure fulfillment of the stated requirements.</li> <li>(ii) Suggested revisions on business continuity plans are provided when appropriate. The suggestions are supported by evidence drawn from analyses on relevant tests; knowledge in the best practices and updated research in business continuity; and foreseeable impacts on bank's business and operations at times of different disasters, etc.</li> </ol> |   |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Business Continuity Planning |   |  |     |   |   |     |   |  |     |   |  |
|--|---|--|-----|---|---|-----|---|--|-----|---|--|
| 1  | <b>Title</b>  | Conduct regular drill and stress tests on the business continuity plan   |     |   |   |     |   |  |     |   |  |
| 2  | <b>Code</b>   | TBD  |     |   |   |     |   |  |     |   |  |
| 3  | <b>Range</b>  | Design and implement drill and stress tests on business continuity plans of all categories including business and operations planning  |     |   |   |     |   |  |     |   |  |
| 4  | <b>Level</b>  | 5  |     |   |   |     |   |  |     |   |  |
| 5  | <b>Credit</b>   | 4  |     |   |   |     |   |  |     |   |  |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Make preparation and set objectives for testing</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the importance of conducting regular drill and stress tests on business continuity plan; possess in-depth knowledge in designing the tests</li> <li>· Study the business continuity plan thoroughly and ensure that it is updated</li> <li>· Write out the clear objective of the testing plan along with details about who are required to be part of the testing exercise, what is their role, type of testing exercise envisaged and what are the expected outcomes</li> <li>· Engage key sponsors for the drilling exercise who can add value and positional influence to the test</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Capture data during the test period and collect feedback afterward for business continuity plan enhancement</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop fictitious emergency scenerio and plan necessary logistic arrangement and communication before exercise is carried out</li> <li>· Have one resource dedicated for capturing the data on a spread sheet live when the testing is in progress</li> <li>· Capture data when the testing is in progress and seek feedback from audience afterwards to add value to the business continuity planning document</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Update and communicate the revised plan</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide feedback to top management and include their thoughts in the enhancement measures to rebuild the plan more effectively</li> <li>· Update the plan, archive the earlier versions and communicate the new plan to all stakeholders with the revision; ensure data and feedback of stakeholders are well considered before any revision is made</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Make preparation and set objectives for testing | Be able to: <ul style="list-style-type: none"> <li>· Understand the importance of conducting regular drill and stress tests on business continuity plan; possess in-depth knowledge in designing the tests</li> <li>· Study the business continuity plan thoroughly and ensure that it is updated</li> <li>· Write out the clear objective of the testing plan along with details about who are required to be part of the testing exercise, what is their role, type of testing exercise envisaged and what are the expected outcomes</li> <li>· Engage key sponsors for the drilling exercise who can add value and positional influence to the test</li> </ul> | 6.2 | Capture data during the test period and collect feedback afterward for business continuity plan enhancement | Be able to: <ul style="list-style-type: none"> <li>· Develop fictitious emergency scenerio and plan necessary logistic arrangement and communication before exercise is carried out</li> <li>· Have one resource dedicated for capturing the data on a spread sheet live when the testing is in progress</li> <li>· Capture data when the testing is in progress and seek feedback from audience afterwards to add value to the business continuity planning document</li> </ul> | 6.3 | Update and communicate the revised plan | Be able to: <ul style="list-style-type: none"> <li>· Provide feedback to top management and include their thoughts in the enhancement measures to rebuild the plan more effectively</li> <li>· Update the plan, archive the earlier versions and communicate the new plan to all stakeholders with the revision; ensure data and feedback of stakeholders are well considered before any revision is made</li> </ul> |
| 6.1  | Make preparation and set objectives for testing   | Be able to: <ul style="list-style-type: none"> <li>· Understand the importance of conducting regular drill and stress tests on business continuity plan; possess in-depth knowledge in designing the tests</li> <li>· Study the business continuity plan thoroughly and ensure that it is updated</li> <li>· Write out the clear objective of the testing plan along with details about who are required to be part of the testing exercise, what is their role, type of testing exercise envisaged and what are the expected outcomes</li> <li>· Engage key sponsors for the drilling exercise who can add value and positional influence to the test</li> </ul>  |     |   |   |     |   |  |     |   |  |
| 6.2  | Capture data during the test period and collect feedback afterward for business continuity plan enhancement | Be able to: <ul style="list-style-type: none"> <li>· Develop fictitious emergency scenerio and plan necessary logistic arrangement and communication before exercise is carried out</li> <li>· Have one resource dedicated for capturing the data on a spread sheet live when the testing is in progress</li> <li>· Capture data when the testing is in progress and seek feedback from audience afterwards to add value to the business continuity planning document</li> </ul>   |     |   |   |     |   |  |     |   |  |
| 6.3  | Update and communicate the revised plan   | Be able to: <ul style="list-style-type: none"> <li>· Provide feedback to top management and include their thoughts in the enhancement measures to rebuild the plan more effectively</li> <li>· Update the plan, archive the earlier versions and communicate the new plan to all stakeholders with the revision; ensure data and feedback of stakeholders are well considered before any revision is made</li> </ul>   |     |   |   |     |   |  |     |   |  |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Get key stakeholder involved in the drilling exercise and collect data during and after the exercise to polish the business continuity plan</li> <li>(ii) Identify loopholes and provide solutions to address the shortcomings; revise the business continuity plan and communicate with all parties concerned</li> </ol>  |     |   |   |     |   |  |     |   |  |
| 8  | <b>Remarks</b>  |  |     |   |   |     |   |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 4. Compliance and Risk Management &gt; Audit</b> |  |  |     |  |  |     |   |  |     |   |   |     |  |   |
|--|--|--|-----|--|--|-----|---|--|-----|---|---|-----|--|---|
| <b>1</b>   | <b>Title</b>                                       | Formulate policies on audit procedures and reporting   |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>2</b>   | <b>Code</b>  | BRCRCT601A   |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>3</b>   | <b>Range</b>                                       | Formulate policies in internal audit. This applies to audit policies carried out in different business trades, internal operations and service delivery channels of the bank   |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>4</b>   | <b>Level</b>                                       | 6  |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>5</b>   | <b>Credit</b>                                      | 4  |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>6</b>   | <b>Competency</b>                                  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on auditing and banking practices</td> <td>Be able to: <ul style="list-style-type: none"> <li>Conduct research on different practices and methods in auditing to design a suitable approach for the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Identify audit requirements of the bank</td> <td>Be able to: <ul style="list-style-type: none"> <li>Analyze different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation</li> <li>Identify improvement areas which require better control and formulate control measures to ensure a sound operation environment</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Formulate audit policies and procedures</td> <td>Be able to: <ul style="list-style-type: none"> <li>Formulate audit policies and procedures to balance risks and control of the bank after grasping a thorough understanding of regulatory requirements and the bank's internal operations</li> <li>Examine the relevant regulatory requirements in details to identify implications on carrying out the duties of auditing</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Design plan for conducting audit reporting</td> <td>Be able to: <ul style="list-style-type: none"> <li>Develop policies to ensure that proper and accurate documentation is in accord to internal audit standards and external regulations</li> <li>Develop audit reporting mechanisms that are in alignment with the bank's policy and design a control framework to ensure they are properly implemented</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on auditing and banking practices | Be able to: <ul style="list-style-type: none"> <li>Conduct research on different practices and methods in auditing to design a suitable approach for the bank</li> </ul> | 6.2 | Identify audit requirements of the bank | Be able to: <ul style="list-style-type: none"> <li>Analyze different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation</li> <li>Identify improvement areas which require better control and formulate control measures to ensure a sound operation environment</li> </ul> | 6.3 | Formulate audit policies and procedures | Be able to: <ul style="list-style-type: none"> <li>Formulate audit policies and procedures to balance risks and control of the bank after grasping a thorough understanding of regulatory requirements and the bank's internal operations</li> <li>Examine the relevant regulatory requirements in details to identify implications on carrying out the duties of auditing</li> </ul> | 6.4 | Design plan for conducting audit reporting | Be able to: <ul style="list-style-type: none"> <li>Develop policies to ensure that proper and accurate documentation is in accord to internal audit standards and external regulations</li> <li>Develop audit reporting mechanisms that are in alignment with the bank's policy and design a control framework to ensure they are properly implemented</li> </ul> |
| 6.1  | Conduct research on auditing and banking practices | Be able to: <ul style="list-style-type: none"> <li>Conduct research on different practices and methods in auditing to design a suitable approach for the bank</li> </ul>   |     |  |  |     |   |  |     |   |   |     |  |   |
| 6.2  | Identify audit requirements of the bank            | Be able to: <ul style="list-style-type: none"> <li>Analyze different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation</li> <li>Identify improvement areas which require better control and formulate control measures to ensure a sound operation environment</li> </ul>   |     |  |  |     |   |  |     |   |   |     |  |   |
| 6.3  | Formulate audit policies and procedures            | Be able to: <ul style="list-style-type: none"> <li>Formulate audit policies and procedures to balance risks and control of the bank after grasping a thorough understanding of regulatory requirements and the bank's internal operations</li> <li>Examine the relevant regulatory requirements in details to identify implications on carrying out the duties of auditing</li> </ul>  |     |  |  |     |   |  |     |   |   |     |  |   |
| 6.4  | Design plan for conducting audit reporting         | Be able to: <ul style="list-style-type: none"> <li>Develop policies to ensure that proper and accurate documentation is in accord to internal audit standards and external regulations</li> <li>Develop audit reporting mechanisms that are in alignment with the bank's policy and design a control framework to ensure they are properly implemented</li> </ul>  |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>7</b>   | <b>Assessment Criteria</b>                         | <p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> <li>(i) Compilation of audit policies and/or procedures for balancing risks and control of the bank. The design of the policies is able to demonstrate an accurate understanding and detailed analyses on the regulatory requirements, business and operations of the bank and regulatory risks inherited in different activities</li> <li>(ii) Recommendations on improving operation environment of the bank are provided as appropriate. The recommendations provided are supported by comprehensive analysis of different information</li> <li>(iii) Policies in audit reporting are designed based on regulatory requirements and needs of different business and operation units of the bank</li> </ul>   |     |  |  |     |   |  |     |   |   |     |  |   |
| <b>8</b>   | <b>Remarks</b>                                     |  |     |  |  |     |   |  |     |   |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 4. Compliance and Risk Management > Audit |                            |   |  |   |
|---|----------------------------|---|--|---|
| 1   | <b>Title</b>               | Design audit programme  |  |   |
| 2   | <b>Code</b>                | BRCRCT501A  |  |   |
| 3   | <b>Range</b>               | Develop audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank  |  |   |
| 4   | <b>Level</b>               | 5   |  |   |
| 5   | <b>Credit</b>              | 4   |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|   |                            | 6.1   | Design measures to support the audit programme | Be able to: <ul style="list-style-type: none"> <li>· Investigate with representatives from different business and operation units to ensure that audit practices and recommendations introduced are feasible and compatible with the bank's operations</li> <li>· Develop tools or infrastructure which are necessary to support implementation of audit functions as stated in formulated approaches</li> <li>· Provide consultancy and support to other business and operation units on control or audit related matters</li> <li>· Design relevant training courses to develop staff in technical aspect of audit matters</li> </ul> |
|   |                            | 6.2   | Design audit programme                         | Be able to: <ul style="list-style-type: none"> <li>· Ensure that the audit programmes are complied with regulatory requirements</li> <li>· Develop procedures of audit program and standards after analyzing audit policies and operations of respective units</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of audit programme for minimizing potential risks or losses for the bank on regular basis. The design of the programme is based on analysis on relevant policies and daily operations of relevant units</li> <li>(ii) Development of supporting measures to provide relevant information and support to other business and operation units of the bank after analyzing specific needs of different groups of employees</li> </ol> |  |   |
| 8   | <b>Remarks</b>             |   |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Audit</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Conduct audit programme tracking and monitoring  |
| <b>2</b>   | <b>Code</b>                | BRCRCT502A   |
| <b>3</b>   | <b>Range</b>               | Monitor the execution of audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank  |
| <b>4</b>   | <b>Level</b>               | 5  |
| <b>5</b>   | <b>Credit</b>              | 4  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Develop implementation plan for audit programme  |
|  |                            | 6.2 Conduct audit programme  |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Develop execution plan of audit programme by specifying priority, schedule, manpower requirements and tools required and etc. to ensure its completion as scheduled and as stated in procedures</li> <li>· Select audit techniques, software or other necessary tools for each specific audit assignment</li> </ul>  |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Conduct audit and spot audit in a periodic basis to ensure that each area is audited regularly</li> <li>· Monitor audit processes and activities to ensure that audit is completed appropriately and timely</li> <li>· Liaise with business and operation units to facilitate adoption of audit standards and ensure that audit programmes are smoothly and consistently carried out</li> <li>· Oversee processes and records of different transactions, products or services to ensure that they are meeting compliance of internal standards</li> <li>· Review audit processes regularly in order to identify any problem or loophole in current practices and recommend remedial solutions when necessary</li> <li>· Oversee accounting records of contractors or other business partners to protect interest of the bank</li> <li>· Review new programmes, products or services to provide adequate controls and ensure that audit requirements are incorporated</li> <li>· Coordinate with outside auditors to ensure that their practices are in consistency with internal audit programmes</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Supervision of auditing activities to ensure the execution is in accord to the stated plan so that regular and proper audit is conducted on the specific units</p>  |
| <b>8</b>   | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Audit</b> |                            |  |  |   |
|--|----------------------------|--|--|---|
| <b>1</b>   | <b>Title</b>               | Evaluate effectiveness of audit programmes   |  |   |
| <b>2</b>   | <b>Code</b>                | BRCRCT503A   |  |   |
| <b>3</b>   | <b>Range</b>               | Evaluate the effectiveness of audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank |  |   |
| <b>4</b>   | <b>Level</b>               | 5  |  |   |
| <b>5</b>   | <b>Credit</b>              | 4  |  |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|  |                            | 6.1  | Analyze data from auditing   | Be able to: <ul style="list-style-type: none"> <li>· Analyze audit portfolio and detect any deviances or suspicious cases</li> <li>· Investigate causes of deviations or irregularities from stated standards</li> </ul>  |
|  |                            | 6.2  | Review and assess effectiveness and efficiency of audit programmes | Be able to: <ul style="list-style-type: none"> <li>· Review and assess effectiveness and efficiency of audit programmes and identify ways to improve efficiency through streamlining the processes</li> <li>· Evaluate coverage and ensure that adequate audit control is enforced on key functions (e.g. major functional areas, financial accounting, information technology, outsourced activities, compliance with statutory requirements, etc.) in order to protect the bank from risks (e.g. regulatory, operational or other kinds), errors or frauds</li> </ul> |
|  |                            | 6.3  | Provide suggestions to improve existing audit programme            | Be able to: <ul style="list-style-type: none"> <li>· Provide recommendations on audit processes and suggest measures to monitor post-audit follow-up actions to ensure that recommendations are carried out properly</li> <li>· Keep abreast with state-of-art audit technology and introduce new audit techniques, tools and practices</li> <li>· Update audit programmes regularly in response to the changing regulatory environment</li> <li>· Review and provide feedback on results of audit programmes to continuously improve the work of audit unit</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Recommendations of improvement actions based on analysis of audit data and effectiveness of existing audit programmes          |  |   |
| <b>8</b>   | <b>Remarks</b>             |  |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 4. Compliance and Risk Management &gt; Audit</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Conduct audit reporting  |  |
| <b>2</b>   | <b>Code</b>                | BRCRCT401A   |  |
| <b>3</b>   | <b>Range</b>               | Report audit results. This applies to different kinds of audit programme adopted in different areas of the bank  |  |
| <b>4</b>   | <b>Level</b>               | 4  |  |
| <b>5</b>   | <b>Credit</b>              | 3  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Organize audit results   | Be able to: <ul style="list-style-type: none"> <li>· Oversee records, entries and audit trail to ensure accuracy of information</li> <li>· Liaise with assigned auditors on audit assignment; provide them with information and review their documents to ensure that proper and accurate documentation is in accord with internal audit standards and external regulations</li> </ul>   |
|  |                            | 6.2 Report audit results   | Be able to: <ul style="list-style-type: none"> <li>· Report incidents, risks areas and suspicious cases through audit reports or related correspondence</li> <li>· Prepare audit report and other relevant information and present to management alongside with recommendations in a timely and accurate manner</li> <li>· Report on audit portfolio which indicate status of the bank for management to make decision</li> <li>· Meet with external auditors or regulators to discuss findings on audits</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Accurate audit reports produced with indifferent and valid opinions provided in accord to internal audit standards and external regulations</li> </ul> |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 5. Competency Matrix of Technology Management |  |   |   |  |   |
|---|--|---|---|--|---|
| QF Level                                      | 5.1 Information and Cyber Security   | 5.2 Enterprise Intelligence   | 5.3 Technology Infrastructure   | 5.4 Design, Development and Implementation                                       | 5.5 Operations, Support and Quality Delivery  |
| 7   |  |   |   |  |   |
| 6   | Develop IT and cyber security policies<br><br>BRTMTI601A<br>4 Credits                                | Establish policies on database management<br><br>BRTMTE601A<br>4 Credits  | Formulate plan on technological improvement<br><br>BRTMTT601A<br>4 Credits  |  |   |
| 5   | Build necessary infrastructures to support policies on cyber security<br><br>BRTMTI501A<br>4 Credits | Design database system for managing enterprise intelligence<br><br>BRTMTE501A<br>4 Credits                              | Design and construct interface / system (e.g. ATM, digital banking)<br><br>BRTMTT501A<br>4 Credits                        | Identify and analyze technology needs of the bank<br><br>BRTMTD501A<br>4 Credits | Manage support services of IT and financial technology systems<br><br>BRTMTO501A<br>4 Credits             |
|   | Monitor security level in IT and other cyber systems<br><br>BRTMTI502A<br>4 Credits                  | Plan for data collection and data management for building enterprise intelligence system<br><br>BRTMTE502A<br>4 Credits | Evaluate effectiveness of IT systems / financial technology and identify improvement needs<br><br>BRTMTT502A<br>4 Credits | Perform system development and engineering<br><br>BRTMTD502A<br>4 Credits        | Monitor change management when implementing new systems or systems updates<br><br>BRTMTO502A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |  |   |  |   |
|---|---|--|---|--|---|
| 5 | Perform incident response management for IT, digital banking and financial technology issues<br><br>BRTMTI503A<br>4 Credits | Develop data analysis programmes in intelligence systems<br><br>BRTMTE503A<br>4 Credits              | Develop and update IT and financial technology architecture to facilitate products and services delivery<br><br>BRTMTT503A<br>4 Credits | Acquire technological tools and solutions from technology service providers for system and financial technology development<br><br>BRTMTD503A<br>4 Credits | Design and monitor system recovery<br><br>BRTMTO503A<br>4 Credits |
|   | Assess and manage security risks and trends in digital and mobile environment<br><br>New<br>4 Credits                       | Construct and implement Big Data analytics and Information Management system<br><br>New<br>4 Credits |   | Conduct IT and financial technology system evaluation<br><br>BRTMTD504A<br>4 Credits   |   |
|   | Design and implement cyber security awareness education and employee training<br><br>New<br>4 Credits                       |  |   |  |   |
| 4 | Assess security risks in cyber environment and IT systems<br><br>BRTMTI401A<br>3 Credits                                    | Monitor daily operations of intelligence systems<br><br>BRTMTE401A<br>3 Credits                      | Monitor the operations of bank systems<br><br>BRTMTT401A<br>3 Credits   | Oversee the implementation of new IT and financial technology systems<br><br>BRTMTD401A<br>3 Credits   | Offer help desk services<br><br>BRTMTO401A<br>3 Credits           |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level



|   |   |  |  |  |  |
|---|---|--|--|--|--|
| 4 | <p>Conduct audits to assess effectiveness on cyber security risk protection and carry out incident monitoring and reporting</p> <p>New</p> <p>3 Credits</p> | <p>Execute Big Data analytics administration</p> <p>New</p> <p>3 Credits</p> |  | <p>Facilitate the use of new technology systems</p> <p>BRTMTD402A</p> <p>3 Credits</p> | <p>Provide field support in resolving problems related to the IT and financial technology systems</p> <p>BRTMTO402A</p> <p>3 Credits</p> |
| 3 |   |  |  | <p>Carry out maintenance on technology systems</p> <p>BRTMTD301A</p> <p>3 Credits</p>  |  |
| 2 |   |  |  |  |  |
| 1 |   |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 5. Technology Management

| QF Level  | Function / Competency  | UoC Code   | Credit | Page |
|---|--|------------|--------|------|
| Level 6   | <b>Information and Cyber Security</b>  |            |        |      |
|   | Develop IT and cyber security policies   | BRTMTI601A | 4      | 188  |
|   | <b>Enterprise Intelligence</b>   |            |        |      |
|   | Establish policies on database management  | BRTMTE601A | 4      | 196  |
|   | <b>Technology Infrastructure</b>   |            |        |      |
|   | Formulate plan on technological improvement  | BRTMTT601A | 4      | 203  |
| Level 5   | <b>Information and Cyber Security</b>  |            |        |      |
|   | Build necessary infrastructures to support policies on cyber security                                    | BRTMTI501A | 4      | 189  |
|   | Monitor security level in IT and other cyber systems   | BRTMTI502A | 4      | 190  |
|   | Perform incident response management for IT, digital banking and financial technology issues             | BRTMTI503A | 4      | 191  |
|   | Assess and manage security risks and trends in digital and mobile environment                            | New        | 4      | 192  |
|   | Design and implement cyber security awareness education and employee training                            | New        | 4      | 193  |
|   | <b>Enterprise Intelligence</b>   |            |        |      |
|   | Design database system for managing enterprise intelligence  | BRTMTE501A | 4      | 197  |
|   | Plan for data collection and data management for building enterprise intelligence system                 | BRTMTE502A |        | 198  |
|   | Develop data analysis programmes in intelligence systems   | BRTMTE503A | 4      | 199  |
|   | Construct and implement Big Data analytics and Information Management system                             | New        | 4      | 200  |
|   | <b>Technology Infrastructure</b>   |            |        |      |
|   | Design and construct interface / system (e.g. ATM, digital banking)                                      | BRTMTT501A | 4      | 204  |
|   | Evaluate effectiveness of IT systems / financial technology and identify improvement needs               | BRTMTT502A | 4      | 205  |
|   | Develop and update IT and financial technology architecture to facilitate products and services delivery | BRTMTT503A | 4      | 206  |
| <b>Design, Development and Implementation</b>   |  |            |        |      |
| Identify and analyze technology needs of the bank   | BRTMTD501A   | 4          | 208    |      |
| Perform system development and engineering  | BRTMTD502A   | 4          | 209    |      |
| Acquire technological tools and solutions from technology service providers for system and financial technology development | BRTMTD503A   | 4          | 210    |      |
| Conduct IT and financial technology system evaluation   | BRTMTD504A   | 4          | 211    |      |
| <b>Operations, Support and Quality Delivery</b>   |  |            |        |      |
| Manage support services of IT and financial technology systems  | BRTMTO501A   | 4          | 215    |      |

|  |  |            |     |     |
|--|--|------------|-----|-----|
| Level 5  | Monitor change management when implementing new systems or systems updates   | BRTMTO502A | 4   | 216 |
|  | Design and monitor system recovery   | BRTMTO503A | 4   | 217 |
| Level 4  | <b>Information and Cyber Security</b>  |            |     |     |
|  | Assess security risks in cyber environment and IT systems  | BRTMTI401A | 3   | 194 |
|  | Conduct audits to assess effectiveness on cyber security risk protection and carry out incident monitoring and reporting | New        | 3   | 195 |
|  | <b>Enterprise Intelligence</b>   |            |     |     |
|  | Monitor daily operations of intelligence systems   | BRTMTE401A | 3   | 201 |
|  | Execute Big Data analytics administration  | New        | 3   | 202 |
|  | <b>Technology Infrastructure</b>   |            |     |     |
|  | Monitor the operations of bank systems   | BRTMTT401A | 3   | 207 |
|  | <b>Design, Development and Implementation</b>  |            |     |     |
|  | Oversee the implementation of new IT and financial technology systems  | BRTMTD401A | 3   | 212 |
|  | Facilitate the use of new technology systems   | BRTMTD402A | 3   | 213 |
|  | <b>Operations, Support and Quality Delivery</b>  |            |     |     |
|  | Offer help desk services   | BRTMTO401A | 3   | 218 |
| Provide field support in resolving problems related to the IT and financial technology systems | BRTMTO402A   | 3          | 219 |     |
| Level 3  | <b>Design, Development and Implementation</b>  |            |     |     |
|  | Carry out maintenance on technology systems  | BRTMTD301A | 3   | 214 |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Develop IT and cyber security policies   |   |
| 2   | <b>Code</b>                | BRTMTI601A   |   |
| 3   | <b>Range</b>               | Design policy on information security for protecting the bank from unauthorized access, alteration, unauthorized disclosure, etc. This covers all IT systems and digital devices used by the bank regardless of the functions  |   |
| 4   | <b>Level</b>               | 6  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Analyze needs in IT security of different parties  | Be able to: <ul style="list-style-type: none"> <li>Analyze future trends and developments in Cyber security threats and measures based on incomplete information from different sources</li> <li>Analyze regulatory requirements and obligation under different jurisdictions</li> <li>Analyze views collected from different business and operation units accurately to discern their needs in IT and digital environment control or security (e.g. network)</li> </ul>  |
|   |                            | 6.2 Formulate IT security policy   | Be able to: <ul style="list-style-type: none"> <li>Establish strategic objectives and compliance position for cyber security of the bank</li> <li>Establish cyber control or security (e.g. network, IT infrastructure, mobile and other digital devices) policies with respect to the bank's business strategies and security needs</li> </ul>   |
|   |                            | 6.3 Formulate supporting measures to enforce IT security policies  | Be able to: <ul style="list-style-type: none"> <li>Direct communication and education programmes on cyber security measures; ensure all levels of staff are aware of their importance and participate in the protection of information security</li> <li>Design monitoring measures to ensure compliance with established security policies in order to protect the bank against unauthorized access, alteration, unauthorized disclosure, etc.</li> <li>Develop implementation plans with different parties to ensure smooth running in service delivery and daily operations while complying to the bank's security policies</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of security policies. The policies should be based on critical analysis of a board range of data and incomplete information with the aim to provide enough protection to bank's cyber devices and information technology systems and meet the regulatory requirements without hampering operational efficiency</li> <li>Production of supporting measures on enforcing security policies. Comparison of different types of cyber security measures should be provided to support the design</li> </ol> |   |
| 8   | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Build necessary infrastructures to support policies on cyber security   |   |
| 2   | <b>Code</b>                | BRTMTI501A  |   |
| 3   | <b>Range</b>               | Design and develop different kinds of security infrastructures in cyber environment and IT systems. This applies to different types of IT systems and digital platforms adopted by the bank   |   |
| 4   | <b>Level</b>               | 5   |   |
| 5   | <b>Credit</b>              | 4   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Evaluate needs in developing new infrastructures  | Be able to: <ul style="list-style-type: none"> <li>Evaluate operations of IT systems and digital platforms, the security policies of the bank and requirements of user departments to identify infrastructure necessary to ensure the system security</li> </ul>  |
|   |                            | 6.2 Design infrastructures  | Be able to: <ul style="list-style-type: none"> <li>Propose design of infrastructures with the purpose of enhancing security of the cyber network systems and preventing or minimizing security risks</li> <li>Ensure designs of infrastructure can comply with technology security requirements or regulations</li> </ul>   |
|   |                            | 6.3 Oversee engineering of security measures  | Be able to: <ul style="list-style-type: none"> <li>Oversee penetration testing on the enhanced systems or infrastructure components for ensuring effectiveness of the plan</li> <li>Design the production plan for the infrastructure and monitor the production process</li> <li>Develop and oversee implementation plans of installation of the infrastructure</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Design infrastructure which can enhance security in the IT system and digital platforms. The suggestions should be based on analysis on the security requirements of the bank and user requirements of related units</li> <li>Supervision of the production and installation of the infrastructures to ensure fulfillment of the stated objectives</li> </ol> |   |
| 8   | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Monitor security level in IT and other cyber systems  |  |
| 2   | <b>Code</b>                | BRTMTI502A  |  |
| 3   | <b>Range</b>               | Monitor the risks levels of the IT system and digital platforms. This covers different kinds of security risks such as unauthorized access, alteration, unauthorized disclosure, etc. and different cyber systems adopted by the bank   |  |
| 4   | <b>Level</b>               | 5   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Monitor risk level  | Be able to: <ul style="list-style-type: none"> <li>Observe the movement of risk levels of different kinds of risks and spot for abnormal or suspicious variations</li> <li>Monitor current report of virus or other problems to determine healthiness of the system</li> </ul>   |
|   |                            | 6.2 Analyze the reported risks levels and identify related problems   | Be able to: <ul style="list-style-type: none"> <li>Analyze data on security level and determine the status of technology security of the bank</li> <li>Identify problems in existing security products and recommend necessary maintenance and repair of the systems</li> </ul>  |
|   |                            | 6.3 Evaluate effectiveness of IT security measures  | Be able to: <ul style="list-style-type: none"> <li>Keep update with the latest development in regulatory requirements related to information privacy and security and recommend improvement measures</li> <li>Evaluate effectiveness of security applications with different users in the bank and identify improvement areas</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identification of security problems by monitoring and analyzing the reported data in risks level</li> <li>Proposal on upgrading the security system of the bank. The suggestions should be based on the current risks levels and evaluation on the effectiveness of existing security measures</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Perform incident response management for IT, digital banking and financial technology issues   |   |
| 2   | <b>Code</b>                | BRTMTI503A   |   |
| 3   | <b>Range</b>               | Manage incidents broken out in cyber systems. This applies to different kinds of incidents arising in different types of IT systems and digital platforms  |   |
| 4   | <b>Level</b>               | 5  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Investigate security incidents   | Be able to: <ul style="list-style-type: none"> <li>· Detect and identify security incidents in technology systems</li> <li>· Analyze security incidents and conduct investigation on technology security</li> <li>· Design different measures to collect necessary data related to the incidents in order to find out the truth</li> <li>· Respond to any report of security violations and carry out investigation to diagnose the causes</li> </ul>                   |
|   |                            | 6.2 Formulate solutions to tackle security incidents   | Be able to: <ul style="list-style-type: none"> <li>· Direct contingency or recovery plan for minimizing damages of technology security incidents promptly</li> <li>· Devise response procedures the incidents</li> <li>· Oversee the writing of report on technology security incidents for record and documentation</li> <li>· Conduct post-incident follow up and carry out necessary remedial actions to ensure security of the bank systems or databases</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Investigation on security incidents in order to find out the causes. The investigation should be based on the analysis of the data collected |   |
| 8   | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |  |  |     |  |   |     |  |  |     |   |  |
|---|--|--|-----|--|---|-----|--|--|-----|---|--|
| 1   | <b>Title</b>   | Assess and manage security risks and trends in digital and mobile environment  |     |  |   |     |  |  |     |   |  |
| 2   | <b>Code</b>  | TBD  |     |  |   |     |  |  |     |   |  |
| 3   | <b>Range</b>   | Design and implement bank-wide cyber risk management models; conduct data analysis to identify trend of cyber risks. It covers the accountability of protecting different business and operations units of the bank  |     |  |   |     |  |  |     |   |  |
| 4   | <b>Level</b>   | 5  |     |  |   |     |  |  |     |   |  |
| 5   | <b>Credit</b>  | 4  |     |  |   |     |  |  |     |   |  |
| 6   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Keep abreast of the trend and development; utilize best practice of cyber security management techniques to develop cyber threat models for the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the development in cyber security and is knowledgeable in utilizing tools and techniques to tackle cyber risks</li> <li>· Design, deploy and maintain bank-wide cyber risk management methodologies</li> <li>· Assess bank-wide business risks and cyber threats; hence to develop detailed business risk scenarios and cyber threat models</li> <li>· Manage and oversee large projects involving information security, technology risk management, cybersecurity or cyber-risk management</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Carry out data analytics and testing of resiliency plans</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Use of tools and technology to provide data analytics and business intelligence on cyber threats, risks and vulnerabilities</li> <li>· Develop, implement and conduct periodic testing of cyber resiliency plans</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Report threats and follow up to demonstrate professionalism</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Protect customer and employee confidential information, and take steps to ensure all initiatives are in compliance with regulatory and audit requirements</li> <li>· Monitor and report of trends of risks, threats and vulnerabilities in digital and mobile platforms; follow up to take remedy actions with an aim to enhance risk management effectiveness</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Keep abreast of the trend and development; utilize best practice of cyber security management techniques to develop cyber threat models for the bank | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the development in cyber security and is knowledgeable in utilizing tools and techniques to tackle cyber risks</li> <li>· Design, deploy and maintain bank-wide cyber risk management methodologies</li> <li>· Assess bank-wide business risks and cyber threats; hence to develop detailed business risk scenarios and cyber threat models</li> <li>· Manage and oversee large projects involving information security, technology risk management, cybersecurity or cyber-risk management</li> </ul> | 6.2 | Carry out data analytics and testing of resiliency plans | Be able to: <ul style="list-style-type: none"> <li>· Use of tools and technology to provide data analytics and business intelligence on cyber threats, risks and vulnerabilities</li> <li>· Develop, implement and conduct periodic testing of cyber resiliency plans</li> </ul> | 6.3 | Report threats and follow up to demonstrate professionalism | Be able to: <ul style="list-style-type: none"> <li>· Protect customer and employee confidential information, and take steps to ensure all initiatives are in compliance with regulatory and audit requirements</li> <li>· Monitor and report of trends of risks, threats and vulnerabilities in digital and mobile platforms; follow up to take remedy actions with an aim to enhance risk management effectiveness</li> </ul> |
| 6.1   | Keep abreast of the trend and development; utilize best practice of cyber security management techniques to develop cyber threat models for the bank | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the development in cyber security and is knowledgeable in utilizing tools and techniques to tackle cyber risks</li> <li>· Design, deploy and maintain bank-wide cyber risk management methodologies</li> <li>· Assess bank-wide business risks and cyber threats; hence to develop detailed business risk scenarios and cyber threat models</li> <li>· Manage and oversee large projects involving information security, technology risk management, cybersecurity or cyber-risk management</li> </ul>  |     |  |   |     |  |  |     |   |  |
| 6.2   | Carry out data analytics and testing of resiliency plans   | Be able to: <ul style="list-style-type: none"> <li>· Use of tools and technology to provide data analytics and business intelligence on cyber threats, risks and vulnerabilities</li> <li>· Develop, implement and conduct periodic testing of cyber resiliency plans</li> </ul>   |     |  |   |     |  |  |     |   |  |
| 6.3   | Report threats and follow up to demonstrate professionalism  | Be able to: <ul style="list-style-type: none"> <li>· Protect customer and employee confidential information, and take steps to ensure all initiatives are in compliance with regulatory and audit requirements</li> <li>· Monitor and report of trends of risks, threats and vulnerabilities in digital and mobile platforms; follow up to take remedy actions with an aim to enhance risk management effectiveness</li> </ul>   |     |  |   |     |  |  |     |   |  |
| 7   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Assess bank-wide business risks and cyber threats; solutions delivered are able to address the needs of all business and operational functions of the bank   |     |  |   |     |  |  |     |   |  |
| 8   | <b>Remarks</b>   |  |     |  |   |     |  |  |     |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |  |  |   |
|---|----------------------------|--|--|---|
| 1   | <b>Title</b>               | Design and implement cyber security awareness education and employee training  |  |   |
| 2   | <b>Code</b>                | TBD  |  |   |
| 3   | <b>Range</b>               | Promote cyber security awareness and implement education programmes for both employees and customers   |  |   |
| 4   | <b>Level</b>               | 5  |  |   |
| 5   | <b>Credit</b>              | 4  |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Keep abreast of new trend and development; partner with law enforcement agencies to promote cyber security awareness | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the development in cyber security and understand the needs to promote cyber security awareness</li> <li>· Promote employees and other stakeholders' awareness of computer and cyber security as well as the risks associated with related digital platforms linked up with the bank</li> <li>· enhance cooperation with other financial services industry practitioners and law enforcement agencies to exchange intelligence in technology crime and cyber security</li> </ul>  |
|   |                            | 6.2  | Design cyber risk information sharing events and develop education curricula   | Be able to: <ul style="list-style-type: none"> <li>· Develop and implement cyber risk information sharing programmes and widely disseminate the messages to related parties</li> <li>· Produce educational and promotional materials related to cyber security, such as posters, leaflets, booklets, video, etc.</li> <li>· Build cyber security curricula and incorporate them into regular training programmes of employees</li> </ul>  |
|   |                            | 6.3  | Design and implement training programmes for both customers and employees to promote cyber security awareness        | Be able to: <ul style="list-style-type: none"> <li>· Establish guidelines and tool information for bank digital platforms and IT systems users including both employees and customers of the bank to conduct health checks on their computers, mobile devices and websites in order to them safe from common cyber attacks</li> <li>· Design and implement training programme for employees which contains latest cyber security information and best practices; contents of training consist of collection of preventive tools, policies, security concepts, security safeguards, guidelines and risk management approaches</li> <li>· Establish physical and on-line learning centre for employees to learn about the security risks they should be aware of and the precautions they can take</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Build cyber security education infrastructure and instill a culture to combat cyber crimes</li> <li>(ii) Establish conventional and online training curricula on cyber security</li> </ol> |  |   |
| 8   | <b>Remarks</b>             |  |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Information and Cyber Security</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Assess security risks in cyber environment and IT systems  |
| <b>2</b>   | <b>Code</b>                | BRTMTI401A   |
| <b>3</b>   | <b>Range</b>               | Assess security risks in cyber environment and IT systems. This applies to different kinds of digital devices and IT systems and covers the assessment of different kinds of risks   |
| <b>4</b>   | <b>Level</b>               | 4  |
| <b>5</b>   | <b>Credit</b>              | 3  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Have comprehensive understanding of the risk assessment framework  |
|  |                            | 6.2 Conduct risk assessment procedures   |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Evaluate risk assessment framework of the bank to develop comprehensive understanding on procedures in measuring different kinds of security risks which the bank is exposed to</li> <li>· Evaluate common methods in risk assessments to develop comprehensive understandings on means to safeguard the bank's from potential loss arising from the breaching of security of business information by customers or business partners</li> </ul>  |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Measure risk on systems and networks for identifying risks and potential loss of unauthorized access and identify possible areas which threaten information security of a bank</li> <li>· Make judgment and adjust the assessment procedures when necessary in order to ensure smooth operations and fulfillment of the stated objectives</li> <li>· Identify potential cyber security weaknesses and recommend remedial improvement measures</li> <li>· Communicate the identified risks in cyber security with related business and operation units and recommend any changes in the system to enhance the security</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Presentation of report on security risks assessment. The report should outline clearly the risks levels of different systems, high risks areas and measures to mitigate risks identified</p> <p>(ii) Execution of the risks assessment procedures (risk measurement, identification and reporting, etc.) in digital environment and IT system according to the bank's risk assessment framework and make necessary adjustment during the course to ensure smooth operation</p>  |
| <b>8</b>   | <b>Remarks</b>             |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Information and Cyber Security |                            |   |   |   |
|---|----------------------------|---|---|---|
| 1   | <b>Title</b>               | Conduct audits to assess effectiveness on cyber security risk protection and carry out incident monitoring and reporting  |   |   |
| 2   | <b>Code</b>                | TBD   |   |   |
| 3   | <b>Range</b>               | Provide management of the bank with an independent assessment relating to the effectiveness of cybercrime prevention, detection and incident management processes, policies, procedures and governance activities                           |   |   |
| 4   | <b>Level</b>               | 4   |   |   |
| 5   | <b>Credit</b>              | 3   |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Is knowledgeable in the new development; apply latest technologies and industry best practices to design cyber security audit | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the development in cyber security and is knowledgeable in latest technologies and industry practices</li> <li>· Apply the best practices to conduct a detailed assessment with a focus on cybercrime management standards, guidelines and procedures as well as the implementation and governance of these activities</li> <li>· Lead and execute cyber security audit in alignment with other operational audits of the incident management process, configuration management and security of networks and servers, security management and awareness, business continuity management, information security management, governance and management practices of both IT and the business units, and relationships with third parties.</li> </ul> |
|   |                            | 6.2   | Analyse systems of the bank and identify potential vulnerabilities  | Be able to: <ul style="list-style-type: none"> <li>· Analyze the bank's systems for potential vulnerabilities that result from poor or improper system configuration, known and/or unknown hardware or software flaws, or operational weakness</li> <li>· Identify specific vulnerabilities and provide detailed instructions to mitigate or eliminate each risk</li> <li>· Design and implement "cyber defense" independent review of security measures and performance; assess and identify opportunities to strengthen enterprise security</li> </ul>  |
|   |                            | 6.3   | Conduct overall cyber risk audit and report to management team of the bank  | Be able to: <ul style="list-style-type: none"> <li>· Conduct a comprehensive cyber risk assessment for the bank and distill the findings into a concise summary for the audit committee and management team which will can drive a risk-based cybersecurity audit plan.</li> <li>· Evaluate the full cyber security framework; compare current state against framework characteristics where the bank is aiming at, and the expected cyber security practices across the banking industry</li> <li>· Honestly report deficiency and shortcomings of existing systems based on cyber risk assessment excises; accept constructive feedback and seek improvement measures proactively</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Lead and conduct comprehensive audit to assess cyber security effectiveness of the bank regularly and submit reports to management team for improvement and future audit planning |   |   |
| 8   | <b>Remarks</b>             |   |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Enterprise Intelligence</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Establish policies on database management  |   |
| <b>2</b>  | <b>Code</b>                | BRTMTE601A   |   |
| <b>3</b>  | <b>Range</b>               | Establish policies to regulate the use of enterprise intelligence systems. This applies to database systems of different kinds   |   |
| <b>4</b>  | <b>Level</b>               | 6  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Evaluate the usage in database   | Be able to: <ul style="list-style-type: none"> <li>· Anticipate potential problems or risks which can threaten the operations of the database systems by analyzing archival records, trends and developments in business intelligence systems, etc.</li> <li>· Evaluate the functions of database and applications of different users in order to develop suitable policies which can fully utilize the database systems</li> </ul>   |
|   |                            | 6.2 Establish policies on managing database  | Be able to: <ul style="list-style-type: none"> <li>· Establish policies or protocol pertaining to database management (e.g. documentation, security, maintenance, usage and storage of the data)</li> </ul>   |
|   |                            | 6.3 Establish policies on using the database   | Be able to: <ul style="list-style-type: none"> <li>· Develop policies on utilization, security and backup by analyzing needs and applications of different users</li> <li>· Specify users access level and design policy to monitor the stated restrictions in users accessibility</li> <li>· Formulate security policies to safeguard unauthorized access</li> <li>· Develop guidelines regulating the use of database and communicate clearly on a bank-wide basis</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Development of policies to regulate the use of database. The policies should be based on analysis on needs of different users, security requirements, and anticipated security threats |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Enterprise Intelligence</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Design database system for managing enterprise intelligence   |   |
| <b>2</b>  | <b>Code</b>                | BRTMTE501A  |   |
| <b>3</b>  | <b>Range</b>               | Design database systems for specialized functions (e.g. Customer Relationship Management, Enterprise Resources Planning, etc.) identified by the bank. This applies to database system for different kinds of information         |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Analyze the needs of internal users in database system  | Be able to: <ul style="list-style-type: none"> <li>· Consult internal users regarding to understand their operations and identify their information needs</li> <li>· Analyze user requirements in business intelligence, such as customer information, business or transactional information</li> </ul>   |
|   |                            | 6.2 Design database system  | Be able to: <ul style="list-style-type: none"> <li>· Assess impact brought by the system and design measures to integrate the system with existing operations</li> <li>· Propose design of database system which can accommodate the requirements of different users</li> <li>· Source appropriate data analysis application to support the informational needs</li> <li>· Develop system that can integrate information from different sources</li> <li>· Design and maintain database supporting tools, database dictionaries and any recovery or back-up mechanism</li> <li>· Develop monitoring system to regulate the update of data and ensure that data are of reasonable accuracy</li> <li>· Keep abreast with the latest development and business trends to review, upgrade the systems when necessary in order to facilitate the achievement of business goals</li> <li>· Ensure that the design of database system is easy to maintain and expandable (i.e. scalable)</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design database systems and supporting tools to manage data possessed by the banks. The design should be based on analysis on user requirements and business operations |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Enterprise Intelligence</b> |                            |   |
|---|----------------------------|---|
| <b>1</b>  | <b>Title</b>               | Plan for data collection and data management for building enterprise intelligence system  |
| <b>2</b>  | <b>Code</b>                | BRTMTE502A  |
| <b>3</b>  | <b>Range</b>               | Design plan to collect relevant data for building intelligence systems. This applies to intelligence systems of any kind  |
| <b>4</b>  | <b>Level</b>               | 5   |
| <b>5</b>  | <b>Credit</b>              | 4   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Identify suitable kinds of data for building contents of database   |
|   |                            | 6.2 Direct the process of data collection   |
|   |                            | 6.3 Oversee data integrity and availability   |
| <b>7</b>  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Design of work plan to collect and organize data required to build the intelligence systems. The collection methods should be tailored to the types of data required by users so as to gather relevant and accurate data in an efficient manner</p> <p>(ii) Monitoring of the data collection process and make necessary adjustment to fulfillment of stated objectives and data integrity</p> |
| <b>8</b>  | <b>Remarks</b>             |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Enterprise Intelligence</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Develop data analysis programmes in intelligence systems   |  |
| <b>2</b>  | <b>Code</b>                | BRTMTE503A   |  |
| <b>3</b>  | <b>Range</b>               | Develop programs to assist analyzing data in each individual intelligence system. This covers different kinds of data analysis   |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Identify user requirements in data application   | Be able to: <ul style="list-style-type: none"> <li>· Liaise with product development and sales team to analyze types of data application required by different users</li> </ul>  |
|   |                            | 6.2 Develop code for executing data analysis in systems  | Be able to: <ul style="list-style-type: none"> <li>· Develop coding to automate calculation of necessary statistical analysis in intelligence system</li> <li>· Cooperate with analysts to develop or identify suitable analysis models and maintain model reliability by periodic fine-tuning</li> </ul>  |
|   |                            | 6.3 Design format in data presentation and reports   | Be able to: <ul style="list-style-type: none"> <li>· Cooperate with user to identify features to be included in the report so as to facilitate application of the results to different functions of the bank</li> <li>· Design output format which can cater to the different needs and purposes of users</li> <li>· Cooperate with different users to review application of the system to ensure effectiveness and user-friendliness of the function</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Development of different features on data analysis and reporting to facilitate the analysis and application of stored data. The measures should be based on analysis on users requirements |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Enterprise Intelligence |  |  |     |  |   |     |  |   |     |  |  |
|--|--|--|-----|--|---|-----|--|---|-----|--|--|
| 1  | <b>Title</b>   | Construct and implement Big Data analytics and Information Management system   |     |  |   |     |  |   |     |  |  |
| 2  | <b>Code</b>  | TBD  |     |  |   |     |  |   |     |  |  |
| 3  | <b>Range</b>   | Analyse large volume of complex data sets including, but not limited to product, operations, credit, risk and business related areas from both technology perspective and business angl, hence to provide useful information for the bank to make business decisions   |     |  |   |     |  |   |     |  |  |
| 4  | <b>Level</b>   | 5  |     |  |   |     |  |   |     |  |  |
| 5  | <b>Credit</b>  | 4  |     |  |   |     |  |   |     |  |  |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Capable of using big data analytics skills</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Carry out relevant technology architecture consulting approaches including Information delivery, analytics and business intelligence based on data from hybrid of Hadoop Distributed File System (HDFS), non-relational and relational Data Warehouses, etc. to perform big data analysis</li> <li>Master big data technologies such as: MapReduce, Hive, HBase, Sqoop, Storm etc. and use them effectively</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design data ingestion techniques and formulate strategies for large volume data sets for moselling and research purposes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Design and implements data ingestion techniques for real time and batch processes for video, voice, weblog, sensor, machine and social media data into Hadoop ecosystems and HDFS clusters</li> <li>Formulate and implement strategies, architectures, ingestion, storage, consumption and delivery processes for complex, large-volume, multi-variate, batch and real time data sets used for modeling, data mining, and research purposes.</li> <li>Transform numbers and statistics into actionable information for bank management to predict, plan, and adapt their strategies to meet business challenges</li> <li>Design and implement reporting and visualization for unstructured and structured data sets</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Execute data analytics management functions professionally</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Design and develop data cleansing routines utilizing typical data quality functions involving standardization, transformation, rationalization, linking and matching</li> <li>Manage data analytics experts to perform data studies and data discovery routines for video, voice, weblog, sensor, machine and social media data sources or mash ups of new and existing data sources</li> <li>Report data findings creatively in a variety of interest arousing formats that appropriately provides insights to the bank</li> <li>Take steps to constantly observe and review the most recent development in data analytics management and security protection, and explore grounds for improving the bank's standards</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Capable of using big data analytics skills | Be able to: <ul style="list-style-type: none"> <li>Carry out relevant technology architecture consulting approaches including Information delivery, analytics and business intelligence based on data from hybrid of Hadoop Distributed File System (HDFS), non-relational and relational Data Warehouses, etc. to perform big data analysis</li> <li>Master big data technologies such as: MapReduce, Hive, HBase, Sqoop, Storm etc. and use them effectively</li> </ul> | 6.2 | Design data ingestion techniques and formulate strategies for large volume data sets for moselling and research purposes | Be able to: <ul style="list-style-type: none"> <li>Design and implements data ingestion techniques for real time and batch processes for video, voice, weblog, sensor, machine and social media data into Hadoop ecosystems and HDFS clusters</li> <li>Formulate and implement strategies, architectures, ingestion, storage, consumption and delivery processes for complex, large-volume, multi-variate, batch and real time data sets used for modeling, data mining, and research purposes.</li> <li>Transform numbers and statistics into actionable information for bank management to predict, plan, and adapt their strategies to meet business challenges</li> <li>Design and implement reporting and visualization for unstructured and structured data sets</li> </ul> | 6.3 | Execute data analytics management functions professionally | Be able to: <ul style="list-style-type: none"> <li>Design and develop data cleansing routines utilizing typical data quality functions involving standardization, transformation, rationalization, linking and matching</li> <li>Manage data analytics experts to perform data studies and data discovery routines for video, voice, weblog, sensor, machine and social media data sources or mash ups of new and existing data sources</li> <li>Report data findings creatively in a variety of interest arousing formats that appropriately provides insights to the bank</li> <li>Take steps to constantly observe and review the most recent development in data analytics management and security protection, and explore grounds for improving the bank's standards</li> </ul> |
| 6.1  | Capable of using big data analytics skills   | Be able to: <ul style="list-style-type: none"> <li>Carry out relevant technology architecture consulting approaches including Information delivery, analytics and business intelligence based on data from hybrid of Hadoop Distributed File System (HDFS), non-relational and relational Data Warehouses, etc. to perform big data analysis</li> <li>Master big data technologies such as: MapReduce, Hive, HBase, Sqoop, Storm etc. and use them effectively</li> </ul>  |     |  |   |     |  |   |     |  |  |
| 6.2  | Design data ingestion techniques and formulate strategies for large volume data sets for moselling and research purposes | Be able to: <ul style="list-style-type: none"> <li>Design and implements data ingestion techniques for real time and batch processes for video, voice, weblog, sensor, machine and social media data into Hadoop ecosystems and HDFS clusters</li> <li>Formulate and implement strategies, architectures, ingestion, storage, consumption and delivery processes for complex, large-volume, multi-variate, batch and real time data sets used for modeling, data mining, and research purposes.</li> <li>Transform numbers and statistics into actionable information for bank management to predict, plan, and adapt their strategies to meet business challenges</li> <li>Design and implement reporting and visualization for unstructured and structured data sets</li> </ul>  |     |  |   |     |  |   |     |  |  |
| 6.3  | Execute data analytics management functions professionally   | Be able to: <ul style="list-style-type: none"> <li>Design and develop data cleansing routines utilizing typical data quality functions involving standardization, transformation, rationalization, linking and matching</li> <li>Manage data analytics experts to perform data studies and data discovery routines for video, voice, weblog, sensor, machine and social media data sources or mash ups of new and existing data sources</li> <li>Report data findings creatively in a variety of interest arousing formats that appropriately provides insights to the bank</li> <li>Take steps to constantly observe and review the most recent development in data analytics management and security protection, and explore grounds for improving the bank's standards</li> </ul>   |     |  |   |     |  |   |     |  |  |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Formulate strategies and architectures for large-volume of data sets used for analysis and report insightful findings for the bank's business decision making  |     |  |   |     |  |   |     |  |  |
| 8  | <b>Remarks</b>   |  |     |  |   |     |  |   |     |  |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Enterprise Intelligence</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Monitor daily operations of intelligence systems   |
| <b>2</b>  | <b>Code</b>                | BRTMTE401A   |
| <b>3</b>  | <b>Range</b>               | Manage the use of database to facilitate a smooth flow of enterprise intelligence systems. This applies to database system for different kinds of information  |
| <b>4</b>  | <b>Level</b>               | 4  |
| <b>5</b>  | <b>Credit</b>              | 3  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Understand the bank's intelligence systems   |
|   |                            | 6.2 Provide support services to users  |
|   |                            | 6.3 Monitor functioning of intelligence systems  |
| <b>7</b>  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Provision of enquiry or consultancy services to different user parties. Solutions provided should be based on accurate understanding of the root causes and can solve the problems successfully.</p> <p>(ii) Monitoring of the operations of intelligence systems to identify potential problems. Suitable actions are carried out in order to ensure the smooth operations</p> |
| <b>8</b>  | <b>Remarks</b>             |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Enterprise Intelligence |  |  |     |  |   |     |   |  |     |  |  |
|--|--|--|-----|--|---|-----|---|--|-----|--|--|
| 1  | <b>Title</b>   | Execute Big Data analytics administration  |     |  |   |     |   |  |     |  |  |
| 2  | <b>Code</b>  | TBD  |     |  |   |     |   |  |     |  |  |
| 3  | <b>Range</b>   | Coordinate with technology partners and business functions to set up and administer Big Data analytics architecture including, but not limited to customer experience, segmentation, products, operations, credit, risks and workflow processes, etc.  |     |  |   |     |   |  |     |  |  |
| 4  | <b>Level</b>   | 4  |     |  |   |     |   |  |     |  |  |
| 5  | <b>Credit</b>  | 3  |     |  |   |     |   |  |     |  |  |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Utilize emerging technologies to administer and evolve Big Data analytics architecture</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Master consumer infrastructure knowledge and emerging technologies (e.g., Stream analytics, Machine Learning tools and products) to instill changes on consumer experiences</li> <li>· Embark on a strategic initiative to take advantage of innovation in data and advanced analytic technologies to enable avisionary-driven business strategy</li> <li>· Evolve the bank's current state architecture together with other technology partners to incorporate next generation technologies built on the Big Data analytics platform</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Build and maintain the bank's Big Data capabilities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Interact with various technical and development teams to lead and vet infrastructure designs and implementation across technology partners' technical teams and with business users</li> <li>· Build, maintain and enhance infrastructure environment supporting tools for the bank's Big Data capabilities</li> <li>· Manage Big Data analysis environment (e.g. Cloudera Hadoop) and perform setup, administration, and monitoring tasks</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Work with business and technology partners to enhance the bank's Big Data architecture</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Partner with industry vendors that provide technology or user experience design components that support the bank's Big Data architecture; is eager to identify opportunities to increase the bank's development velocity and learnings</li> <li>· Install &amp; configure software updates and deploy application code releases to Production &amp; Non-Production environments</li> <li>· Perform analysis and provide input to support capacity planning and solution design decision hence to utilize the bank's capacity to a greater extent</li> <li>· Help data analytics teams and users to design, develop and deploy new analytic solutions for higher efficiency</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Utilize emerging technologies to administer and evolve Big Data analytics architecture | Be able to: <ul style="list-style-type: none"> <li>· Master consumer infrastructure knowledge and emerging technologies (e.g., Stream analytics, Machine Learning tools and products) to instill changes on consumer experiences</li> <li>· Embark on a strategic initiative to take advantage of innovation in data and advanced analytic technologies to enable avisionary-driven business strategy</li> <li>· Evolve the bank's current state architecture together with other technology partners to incorporate next generation technologies built on the Big Data analytics platform</li> </ul> | 6.2 | Build and maintain the bank's Big Data capabilities | Be able to: <ul style="list-style-type: none"> <li>· Interact with various technical and development teams to lead and vet infrastructure designs and implementation across technology partners' technical teams and with business users</li> <li>· Build, maintain and enhance infrastructure environment supporting tools for the bank's Big Data capabilities</li> <li>· Manage Big Data analysis environment (e.g. Cloudera Hadoop) and perform setup, administration, and monitoring tasks</li> </ul> | 6.3 | Work with business and technology partners to enhance the bank's Big Data architecture | Be able to: <ul style="list-style-type: none"> <li>· Partner with industry vendors that provide technology or user experience design components that support the bank's Big Data architecture; is eager to identify opportunities to increase the bank's development velocity and learnings</li> <li>· Install &amp; configure software updates and deploy application code releases to Production &amp; Non-Production environments</li> <li>· Perform analysis and provide input to support capacity planning and solution design decision hence to utilize the bank's capacity to a greater extent</li> <li>· Help data analytics teams and users to design, develop and deploy new analytic solutions for higher efficiency</li> </ul> |
| 6.1  | Utilize emerging technologies to administer and evolve Big Data analytics architecture | Be able to: <ul style="list-style-type: none"> <li>· Master consumer infrastructure knowledge and emerging technologies (e.g., Stream analytics, Machine Learning tools and products) to instill changes on consumer experiences</li> <li>· Embark on a strategic initiative to take advantage of innovation in data and advanced analytic technologies to enable avisionary-driven business strategy</li> <li>· Evolve the bank's current state architecture together with other technology partners to incorporate next generation technologies built on the Big Data analytics platform</li> </ul>  |     |  |   |     |   |  |     |  |  |
| 6.2  | Build and maintain the bank's Big Data capabilities                                    | Be able to: <ul style="list-style-type: none"> <li>· Interact with various technical and development teams to lead and vet infrastructure designs and implementation across technology partners' technical teams and with business users</li> <li>· Build, maintain and enhance infrastructure environment supporting tools for the bank's Big Data capabilities</li> <li>· Manage Big Data analysis environment (e.g. Cloudera Hadoop) and perform setup, administration, and monitoring tasks</li> </ul>   |     |  |   |     |   |  |     |  |  |
| 6.3  | Work with business and technology partners to enhance the bank's Big Data architecture | Be able to: <ul style="list-style-type: none"> <li>· Partner with industry vendors that provide technology or user experience design components that support the bank's Big Data architecture; is eager to identify opportunities to increase the bank's development velocity and learnings</li> <li>· Install &amp; configure software updates and deploy application code releases to Production &amp; Non-Production environments</li> <li>· Perform analysis and provide input to support capacity planning and solution design decision hence to utilize the bank's capacity to a greater extent</li> <li>· Help data analytics teams and users to design, develop and deploy new analytic solutions for higher efficiency</li> </ul>   |     |  |   |     |   |  |     |  |  |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Work together with technology and business partners to set up, maintain and develop the Big Data infrastructure environment with an aim to bring about evolution to Big Data analytics capabilities of the bank</li> <li>(ii) Provide technical support to analytics teams and users to develop and deploy new analytic solutions effectively</li> </ol>   |     |  |   |     |   |  |     |  |  |
| 8  | <b>Remarks</b>   |  |     |  |   |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Technology Infrastructure |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Formulate plan on technological improvement  |   |
| 2  | <b>Code</b>                | BRTMTT601A   |   |
| 3  | <b>Range</b>               | Formulate plan in constructing technology infrastructure to support bank's business strategies and satisfy needs of customers  |   |
| 4  | <b>Level</b>               | 6  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Analyze technological needs of the bank's customers  | Be able to: <ul style="list-style-type: none"> <li>Anticipate the future requirements of customers in the bank's technological systems by evaluating future trends in customers behavioral patterns and future development on IT applications based on incomplete information</li> <li>Analyze technological needs of the bank (e.g. database technology, system engineering, telecommunications) in satisfying the bank's business strategies and needs of customers of the bank</li> </ul>  |
|  |                            | 6.2 Formulate strategies in improving IT systems   | Be able to: <ul style="list-style-type: none"> <li>Formulate IT strategies which can cover different areas based on technological readiness, skills of IT personnel and needs of customers</li> <li>Benchmark with local and overseas banks to ensure IT systems of the bank can keep up with the industry standards</li> <li>Consult with different business departments, including product development team, to ensure that the strategies can meet the features requirements of different products and services</li> <li>Conduct research to keep updated with the trends in IT development in order to design better services to customers</li> </ul> |
|  |                            | 6.3 Demonstrate professionalism in formulating strategies  | Be able to: <ul style="list-style-type: none"> <li>Strive to maintain a balance amongst related political, economic, social and technological factors in developing the improvement measures</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulation of IT strategies based on critical analysis on the bank's strategies, customers needs and future development in IT |   |
| 8  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Technology Infrastructure |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Design and construct interface / system (e.g. ATM, digital banking) on customer services  |  |
| 2  | <b>Code</b>                | BRTMTT501A  |  |
| 3  | <b>Range</b>               | Construction of communication interface / system to assist products and service delivery. This applies to customers of different segments and products and services of different kinds  |  |
| 4  | <b>Level</b>               | 5   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Evaluate the needs in customer services   | Be able to: <ul style="list-style-type: none"> <li>Evaluate the kinds of services required by different customers in order to design interface / systems which can facilitate the bank in satisfying demands in customer services</li> </ul>   |
|  |                            | 6.2 Develop IT infrastructure for communicating with customers  | Be able to: <ul style="list-style-type: none"> <li>Conduct feasibility study and cost-benefit analysis on the proposed interface / system</li> <li>Develop IT infrastructure to ensure smooth and effective communication between the banks and customers</li> <li>Evaluate user-friendliness of the system interface design</li> <li>Design customer communication systems which can maintain the bank's competitiveness in service delivery</li> <li>Cooperate with other departments to formulate rules, security measures and user regulations, etc. for the technology systems</li> </ul> |
|  |                            | 6.3 Ensure compliance with statutory requirements   | Be able to: <ul style="list-style-type: none"> <li>Ensure all IT systems, including those provided by third parties, must comply with disability discrimination legislation in their country of origin and in their countries of use</li> <li>Consider the needs of the underprivileged such as, visually impaired, handicapped, less educated, technology phobia people</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Production of IT infrastructure and user-friendly system interface for products and services delivery based on analysis on users requirements and cost-effectiveness analysis, etc. Moreover, the systems should be able to comply with statutory requirements</li> </ul> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Technology Infrastructure |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Evaluate effectiveness of IT systems / financial technology and identify improvement needs  |   |
| 2  | <b>Code</b>                | BRTMTT502A  |   |
| 3  | <b>Range</b>               | Evaluate and identify improvement needs on existing customer service systems. This covers different systems in the entire process in delivering products and services   |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Evaluate performance of customer services systems   | Be able to: <ul style="list-style-type: none"> <li>Evaluate the performance metrics of different customer services systems to assess its effectiveness</li> <li>Consult internal and external users to obtain their opinions and suggestions in the interface / systems</li> </ul>  |
|  |                            | 6.2 Identify improvement needs  | Be able to: <ul style="list-style-type: none"> <li>Identify gaps in existing customer services systems by analyzing customer's voices</li> <li>Identify lapses in operational efficiency of existing systems by analyzing the results of performance evaluation</li> <li>Evaluate latest development of technology to identify gaps in existing systems</li> </ul>  |
|  |                            | 6.3 Enhance technological capability by upgrading existing systems  | Be able to: <ul style="list-style-type: none"> <li>Conduct research to develop new configuration to enhance the technology framework in customer services</li> <li>Recommend and design new advanced customer services systems to catch up with the changing needs of users</li> <li>Ensure the new design can comply with the regulatory or legislative requirements in the field of technology</li> <li>Justified the recommendations by evaluating the differences in capability between existing systems and newly introduced technology</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identification of improvement needs in customer service systems by analyzing performance of current systems, customer needs and latest technological developments, etc.</li> <li>Recommendations on upgrading the customer service systems of the bank. The suggestions should be based on analysis on the bank's needs in technological improvement and regulatory requirements</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 5. Technology Management &gt; Technology Infrastructure</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Develop and update IT and financial technology architecture to facilitate products and services delivery   |  |
| <b>2</b>  | <b>Code</b>                | BRTMTT503A   |  |
| <b>3</b>  | <b>Range</b>               | Build and update technology infrastructure to support the bank's business strategies in products and services delivery   |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1    Develop appropriate IT and financial technology architecture to meet the bank's business strategies and needs   | Be able to: <ul style="list-style-type: none"> <li>Develop different types of IT and financial technology architectures (e.g. application software, data, network, security, etc.) to meet the business strategy and needs of the bank according to technology needs analysis</li> <li>Relate compatible software components (e.g. MTS, VCL, etc.) and required visible properties of those components to computing or program systems in use for providing professional operation environment to users</li> </ul> |
|   |                            | 6.2    Update IT and financial technology architecture   | Be able to: <ul style="list-style-type: none"> <li>Review the established IT and financial technology architecture regularly to ensure that they can catch up with the business strategy and needs of the bank</li> <li>Refine the established IT and financial technology architectures when there are changes in the needs of the bank</li> </ul>  |
|   |                            | 6.3    Demonstrate professionalism in formulating strategies   | Be able to: <ul style="list-style-type: none"> <li>Strive to maintain a balance amongst related political, economic, social and technological factors in updating IT and financial technology architecture</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i)    Production and update of different types of IT and financial technology architectures which can satisfy the bank's strategies and customer's requirements in products and services delivery |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 5. Technology Management &gt; Technology Infrastructure</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Monitor the operations of bank systems  |   |
| <b>2</b>  | <b>Code</b>                | BRTMTT401A  |   |
| <b>3</b>  | <b>Range</b>               | Monitor the operations of bank systems and provide different kinds of technological support. This applies to IT systems of different kinds  |   |
| <b>4</b>  | <b>Level</b>               | 4   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Understand the operations of bank systems   | Be able to: <ul style="list-style-type: none"> <li>Understand the objectives, functions and operations of different customer service systems used by the bank in order to handle different enquiries and solve problems in operations</li> </ul>  |
|   |                            | 6.2 Assist different parties in using the systems   | Be able to: <ul style="list-style-type: none"> <li>Handle enquiries from internal and external users regarding the use of various interfaces / systems by identifying root causes of their problems</li> <li>Provide advice and consultancy to internal departments regarding the provision of technology service to customers by identifying the information required by the users accurately</li> </ul> |
|   |                            | 6.3 Monitor and maintain system performance   | Be able to: <ul style="list-style-type: none"> <li>Monitor performance of the bank systems to ensure its efficiency and effectiveness</li> <li>Identify potential risks in the operations and carry out remedial measures when necessary</li> <li>Provide backup or alternative communication interfaces / system and repair communications interfaces / systems when incident arises</li> </ul>          |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of enquiry or consultancy services to different customers. Solutions provided should be based on accurate analysis of the root causes and can solve the problems successfully</li> <li>Monitoring of operations of the bank systems; identifying potential risks and carry out appropriate actions to ensure smooth operations</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Design, Development and Implementation |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Identify and analyze technology needs of the bank  |   |
| 2   | <b>Code</b>                | BRTMTD501A   |   |
| 3   | <b>Range</b>               | Analyze needs in technological development of the bank. This applies to technological development in different operations and processes of the bank  |   |
| 4   | <b>Level</b>               | 5  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Identify needs in technological improvement  | Be able to: <ul style="list-style-type: none"> <li>Analyze strategic directions of the bank and identify technological needs underpin the future development</li> <li>Consult different users (e.g. branch banking, credit cards, supporting units, etc.) in the bank regarding their technological needs</li> <li>Analyze changing business environment and identify needs in upgrading the IT systems</li> <li>Review and evaluate business processes and current technology used in the bank to identify improvement areas which technology can assist in enhancing productivity, efficiency and security</li> </ul> |
|   |                            | 6.2 Prioritize needs in technological improvements   | Be able to: <ul style="list-style-type: none"> <li>Prioritize needs in technology development or acquisition based on the bank's strategies in business development</li> <li>Review the plan on business development of different functions and determine the urgency in introducing technological improvements</li> <li>Conduct cost and benefit analysis on different proposed solutions and evaluate the possibilities of alternatives solutions</li> </ul>  |
|   |                            | 6.3 Demonstrate professionalism  | Be able to: <ul style="list-style-type: none"> <li>Strive for excellence in identifying and analyzing needs in IT development of the bank, always work at full capacity to continuously improve the overall effectiveness of the bank's technological environment</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identification of needs in technological developments of the bank. The analysis should cover bank's future development, users requirements from different parties and gaps in existing technology etc.</li> <li>Prioritization of different technological needs after analyzing the importance to the bank's development, costs, benefits and feasibility of other alternatives</li> </ol> |   |
| 8   | <b>Remarks</b>             |  |   |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Design, Development and Implementation</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Perform system development and engineering   |
| <b>2</b>   | <b>Code</b>                | BRTMTD502A   |
| <b>3</b>   | <b>Range</b>               | Design and develop technology systems for the bank. This applies to system engineering to support different operations which will be applied throughout a particular business area   |
| <b>4</b>   | <b>Level</b>               | 5  |
| <b>5</b>   | <b>Credit</b>              | 4  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Evaluate needs and requirement of users<br>Be able to:<br>· Consult internal users to draw up user specifications of different system applications based on the identified needs<br>· Analyze the goals of users and practical considerations when designing the configuration   |
|  |                            | 6.2 Manage system development projects<br>Be able to:<br>· Formulate scope, objectives and time frame, etc. for system development projects<br>· Direct and monitor the implementation of system development projects to ensure compliance with the stated plan<br>· Establish communication channels between system development team and internal users to coordinate the project initiatives and internal operations for ensuring the fulfillment of identified user requirements  |
|  |                            | 6.3 Develop systems in accordance with identified user requirements<br>Be able to:<br>· Formulate security standards for different system applications and ensure that system developed is in compliance with the predefined standards<br>· Conceive, design and propose architecture design and configurations of different technological applications to facilitate product development, service delivery and supporting functions<br>· Design system test / trial runs (e.g. SIT, UAT, etc.) to verify functionality of design and examine its effect on affected units; revise the design based on the test results when necessary |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Managing and monitoring system development projects to ensure fulfillment of identified user requirements<br>(ii) Development of systems based on analysis on user requirements, security standards and test results, etc.   |
| <b>8</b>   | <b>Remarks</b>             |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Design, Development and Implementation |  |  |     |  |  |     |   |  |     |   |  |
|---|--|--|-----|--|--|-----|---|--|-----|---|--|
| 1   | <b>Title</b>   | Acquire technological tools and solutions from technology service providers for system and financial technology development  |     |  |  |     |   |  |     |   |  |
| 2   | <b>Code</b>  | BRTMTD503A   |     |  |  |     |   |  |     |   |  |
| 3   | <b>Range</b>   | Procure technological tools, both software and hardware, from outside vendors. This applies to procurement of different kinds of tools during system development   |     |  |  |     |   |  |     |   |  |
| 4   | <b>Level</b>   | 5  |     |  |  |     |   |  |     |   |  |
| 5   | <b>Credit</b>  | 4  |     |  |  |     |   |  |     |   |  |
| 6   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Establish guidelines for acquiring technology service from vendors</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze benefits of acquiring external service providers and the corresponding risks in order to design the guidelines</li> <li>· Establish policies and guidelines on acquisition of technological tools and solutions from technology service providers</li> <li>· Establish security standards to be exercised over bank's data entrusted to other organization based on analysis on security potential security threats</li> <li>· Formulate the business terms on which data will be dispatched and accepted, including responsibilities for loss, delay or error</li> <li>· Decide the rights for bank's IT security or authorized independent third parties to undertake IT security reviews of supplier systems and facilities</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Decide acquisition of technological tools and solutions</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Decide acquisition of technology and financial technology infrastructure and solutions from technology service providers after analyzing needs of the banks, services of different vendors and cost-effectiveness of different alternatives</li> <li>· Evaluate the cost-effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives including in-house development</li> <li>· Establish service level agreement to ensure timely service of technology service providers through sourcing, communicating and negotiating with technology service providers</li> <li>· Monitor due diligence on the products or services and the providers</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Monitor performance of technology service providers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Negotiate with technology service providers in formulating the best solutions for the bank's users</li> <li>· Monitor performance of technology service providers to ensure that standards and service level specified in the service agreement is being met</li> <li>· Monitor the performance of technology service providers when problems arise to ensure availability of quality support from them</li> <li>· Monitor cooperative relationship with technology service providers (e.g. handing and reviewing contracts of the technological facilities, etc.)</li> <li>· Communicate with suppliers on serious IT security control weaknesses identified prior to implementation of products and services</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Establish guidelines for acquiring technology service from vendors | Be able to: <ul style="list-style-type: none"> <li>· Analyze benefits of acquiring external service providers and the corresponding risks in order to design the guidelines</li> <li>· Establish policies and guidelines on acquisition of technological tools and solutions from technology service providers</li> <li>· Establish security standards to be exercised over bank's data entrusted to other organization based on analysis on security potential security threats</li> <li>· Formulate the business terms on which data will be dispatched and accepted, including responsibilities for loss, delay or error</li> <li>· Decide the rights for bank's IT security or authorized independent third parties to undertake IT security reviews of supplier systems and facilities</li> </ul> | 6.2 | Decide acquisition of technological tools and solutions | Be able to: <ul style="list-style-type: none"> <li>· Decide acquisition of technology and financial technology infrastructure and solutions from technology service providers after analyzing needs of the banks, services of different vendors and cost-effectiveness of different alternatives</li> <li>· Evaluate the cost-effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives including in-house development</li> <li>· Establish service level agreement to ensure timely service of technology service providers through sourcing, communicating and negotiating with technology service providers</li> <li>· Monitor due diligence on the products or services and the providers</li> </ul> | 6.3 | Monitor performance of technology service providers | Be able to: <ul style="list-style-type: none"> <li>· Negotiate with technology service providers in formulating the best solutions for the bank's users</li> <li>· Monitor performance of technology service providers to ensure that standards and service level specified in the service agreement is being met</li> <li>· Monitor the performance of technology service providers when problems arise to ensure availability of quality support from them</li> <li>· Monitor cooperative relationship with technology service providers (e.g. handing and reviewing contracts of the technological facilities, etc.)</li> <li>· Communicate with suppliers on serious IT security control weaknesses identified prior to implementation of products and services</li> </ul> |
| 6.1   | Establish guidelines for acquiring technology service from vendors | Be able to: <ul style="list-style-type: none"> <li>· Analyze benefits of acquiring external service providers and the corresponding risks in order to design the guidelines</li> <li>· Establish policies and guidelines on acquisition of technological tools and solutions from technology service providers</li> <li>· Establish security standards to be exercised over bank's data entrusted to other organization based on analysis on security potential security threats</li> <li>· Formulate the business terms on which data will be dispatched and accepted, including responsibilities for loss, delay or error</li> <li>· Decide the rights for bank's IT security or authorized independent third parties to undertake IT security reviews of supplier systems and facilities</li> </ul>   |     |  |  |     |   |  |     |   |  |
| 6.2   | Decide acquisition of technological tools and solutions            | Be able to: <ul style="list-style-type: none"> <li>· Decide acquisition of technology and financial technology infrastructure and solutions from technology service providers after analyzing needs of the banks, services of different vendors and cost-effectiveness of different alternatives</li> <li>· Evaluate the cost-effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives including in-house development</li> <li>· Establish service level agreement to ensure timely service of technology service providers through sourcing, communicating and negotiating with technology service providers</li> <li>· Monitor due diligence on the products or services and the providers</li> </ul>   |     |  |  |     |   |  |     |   |  |
| 6.3   | Monitor performance of technology service providers                | Be able to: <ul style="list-style-type: none"> <li>· Negotiate with technology service providers in formulating the best solutions for the bank's users</li> <li>· Monitor performance of technology service providers to ensure that standards and service level specified in the service agreement is being met</li> <li>· Monitor the performance of technology service providers when problems arise to ensure availability of quality support from them</li> <li>· Monitor cooperative relationship with technology service providers (e.g. handing and reviewing contracts of the technological facilities, etc.)</li> <li>· Communicate with suppliers on serious IT security control weaknesses identified prior to implementation of products and services</li> </ul>   |     |  |  |     |   |  |     |   |  |
| 7   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision on guidelines on acquiring services from external vendors based on the analysis on the benefits and risks</li> <li>(ii) Decision on acquisition of services from technology service providers. The decision should contain comparison of the pros and cons of in-house development and acquisition from the market</li> <li>(iii) Ensure fulfillment of users requirements based on the monitoring of performance of the service providers</li> </ol>  |     |  |  |     |   |  |     |   |  |
| 8   | <b>Remarks</b>   | Content Changed  |     |  |  |     |   |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 5. Technology Management &gt; Design, Development and Implementation</b> |  |  |     |   |  |     |  |   |     |                             |   |
|--|--|--|-----|---|--|-----|--|---|-----|-----------------------------|---|
| <b>1</b>   | <b>Title</b>   | Conduct IT and financial technology system evaluation  |     |   |  |     |  |   |     |                             |   |
| <b>2</b>   | <b>Code</b>  | BRTMTD504A   |     |   |  |     |  |   |     |                             |   |
| <b>3</b>   | <b>Range</b>   | Evaluate the performance of different technology systems. This applies to different kinds of evaluation and all technology systems adopted by the banks  |     |   |  |     |  |   |     |                             |   |
| <b>4</b>   | <b>Level</b>   | 5  |     |   |  |     |  |   |     |                             |   |
| <b>5</b>   | <b>Credit</b>  | 4  |     |   |  |     |  |   |     |                             |   |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Evaluate effectiveness of existing system</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design comprehensive evaluation plan which cover different aspects of existing systems to have a comprehensive understanding of their performance</li> <li>· Oversee all technological applications to ensure conformance with programming standards</li> <li>· Evaluate effectiveness in achieving objectives in environmental / corporate responsibility</li> <li>· Consult different users to obtain opinions and feedbacks of systems in use</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Identify improvements in technology and financial technology</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze results of system evaluations and identify gaps in existing systems</li> <li>· Keep updated on the latest technological development and evaluate the needs to bring in new features into the bank when necessary</li> <li>· Conduct research and estimate the future technological needs of the bank in order to identify improvement needs</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Demonstrate professionalism</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Strive for excellence in identifying improvement areas IT and financial technology development of the bank, always work at full capacity to continuously improve the overall effectiveness of thje bank's technological environment</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Evaluate effectiveness of existing system | Be able to: <ul style="list-style-type: none"> <li>· Design comprehensive evaluation plan which cover different aspects of existing systems to have a comprehensive understanding of their performance</li> <li>· Oversee all technological applications to ensure conformance with programming standards</li> <li>· Evaluate effectiveness in achieving objectives in environmental / corporate responsibility</li> <li>· Consult different users to obtain opinions and feedbacks of systems in use</li> </ul> | 6.2 | Identify improvements in technology and financial technology | Be able to: <ul style="list-style-type: none"> <li>· Analyze results of system evaluations and identify gaps in existing systems</li> <li>· Keep updated on the latest technological development and evaluate the needs to bring in new features into the bank when necessary</li> <li>· Conduct research and estimate the future technological needs of the bank in order to identify improvement needs</li> </ul> | 6.3 | Demonstrate professionalism | Be able to: <ul style="list-style-type: none"> <li>· Strive for excellence in identifying improvement areas IT and financial technology development of the bank, always work at full capacity to continuously improve the overall effectiveness of thje bank's technological environment</li> </ul> |
| 6.1  | Evaluate effectiveness of existing system                    | Be able to: <ul style="list-style-type: none"> <li>· Design comprehensive evaluation plan which cover different aspects of existing systems to have a comprehensive understanding of their performance</li> <li>· Oversee all technological applications to ensure conformance with programming standards</li> <li>· Evaluate effectiveness in achieving objectives in environmental / corporate responsibility</li> <li>· Consult different users to obtain opinions and feedbacks of systems in use</li> </ul>   |     |   |  |     |  |   |     |                             |   |
| 6.2  | Identify improvements in technology and financial technology | Be able to: <ul style="list-style-type: none"> <li>· Analyze results of system evaluations and identify gaps in existing systems</li> <li>· Keep updated on the latest technological development and evaluate the needs to bring in new features into the bank when necessary</li> <li>· Conduct research and estimate the future technological needs of the bank in order to identify improvement needs</li> </ul>  |     |   |  |     |  |   |     |                             |   |
| 6.3  | Demonstrate professionalism                                  | Be able to: <ul style="list-style-type: none"> <li>· Strive for excellence in identifying improvement areas IT and financial technology development of the bank, always work at full capacity to continuously improve the overall effectiveness of thje bank's technological environment</li> </ul>  |     |   |  |     |  |   |     |                             |   |
| <b>7</b>   | <b>Assessment Criteria</b>                                   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Suggestions on improvement areas of existing systems. The suggestions should be based on analysis of future technological needs of the bank and gaps in existing systems</li> <li>(ii) Conducting evaluation on existing systems. The evaluation should be based on analysis on different sources of data and cover different perspectives of system performance</li> </ol>  |     |   |  |     |  |   |     |                             |   |
| <b>8</b>   | <b>Remarks</b>   |  |     |   |  |     |  |   |     |                             |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 5. Technology Management &gt; Design, Development and Implementation</b> |                            |   |   |  |
|--|----------------------------|---|---|--|
| <b>1</b>   | <b>Title</b>               | Oversee the implementation of new IT and financial technology systems   |   |  |
| <b>2</b>   | <b>Code</b>                | BRTMTD401A  |   |  |
| <b>3</b>   | <b>Range</b>               | Oversee the implementation of newly developed systems. This applies to implementation of major technology systems which will be applied throughout a particular business area   |   |  |
| <b>4</b>   | <b>Level</b>               | 4   |   |  |
| <b>5</b>   | <b>Credit</b>              | 3   |   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Understand the plan on implementing technological changes         | Be able to: <ul style="list-style-type: none"> <li>Understand the implementation plan in order to identify deviances in the process of installation, delivery or decommission of technological applications or other changes in system</li> </ul>  |
|  |                            | 6.2   | Oversee implementation of new technology systems                  | Be able to: <ul style="list-style-type: none"> <li>Monitor the implementation process and identify any deviance from the stated plan</li> <li>Check whether new applications are compatible with existing systems and complete system integration</li> <li>Identify potential problems; fix the bugs or problems occurred as a result of the introduction of new software or systems</li> <li>Coordinate related business and operation units to carry out field tests for new applications</li> <li>Conduct post-implementation review for applications in use</li> </ul> |
|  |                            | 6.3   | Demonstrate professionalism in implementing technological changes | Be able to: <ul style="list-style-type: none"> <li>Take initiatives to constantly review and make reference to the most recent development in financial services industries; and explore grounds for improving the bank's technological capacity</li> <li>Take steps to ensure all technological changes are in compliance with the requirements of laws and regulations</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Monitoring of the implementation of new technology systems. The implementation should comply to the stated plans and appropriate actions are taken to solve problems encountered during the implementation process</li> </ul> |   |  |
| <b>8</b>   | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Design, Development and Implementation</b> |                            |  |   |   |
|--|----------------------------|--|---|---|
| <b>1</b>   | <b>Title</b>               | Facilitate the use of new technology systems   |   |   |
| <b>2</b>   | <b>Code</b>                | BRTMTD402A   |   |   |
| <b>3</b>   | <b>Range</b>               | Provide guidelines or different learning activities in educating different users in using the new technology systems   |   |   |
| <b>4</b>   | <b>Level</b>               | 4  |   |   |
| <b>5</b>   | <b>Credit</b>              | 3  |   |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|  |                            | 6.1  | Understand the learning needs in new technology systems           | Be able to: <ul style="list-style-type: none"> <li>· Understand the functions and operation procedures of new technology systems in order to design suitable training activities and writing appropriate guidelines</li> <li>· Understand the knowledge, job responsibilities and usage of the new technology systems of different users in order to identify their needs in training and guidance</li> </ul> |
|  |                            | 6.2  | Educate users in using the new systems                            | Be able to: <ul style="list-style-type: none"> <li>· Plan for the training, conduct induction activities, design instruction materials or flow charts for users who are affected by the introduction of new technological applications</li> <li>· Provide advice concerning application of technology to different kinds of users based on their operational flow</li> </ul>                                  |
|  |                            | 6.3  | Formulate guidelines in using and applying the technology systems | Be able to: <ul style="list-style-type: none"> <li>· Formulate guidelines for proper use of the new technology systems</li> <li>· Provide guidelines on the change management process to facilitate the adoption of new technological applications</li> </ul>   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of training, briefing and/or instruction materials for use of new software or systems. The design of materials should be tailored to the knowledge and profiles of different users |   |   |
| <b>8</b>   | <b>Remarks</b>             |  |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Design, Development and Implementation</b> |                            |   |  |   |
|--|----------------------------|---|--|---|
| <b>1</b>   | <b>Title</b>               | Carry out maintenance on technology systems   |  |   |
| <b>2</b>   | <b>Code</b>                | BRTMTD301A  |  |   |
| <b>3</b>   | <b>Range</b>               | Carry out maintenance on different technology systems. This applies to regular check up, and execution of simple repair and problem shooting on the systems   |  |   |
| <b>4</b>   | <b>Level</b>               | 3   |  |   |
| <b>5</b>   | <b>Credit</b>              | 3   |  |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|  |                            | 6.1   | Understand the operations of technology systems          | Be able to: <ul style="list-style-type: none"> <li>· Understand the procedures in checking technology systems in order to carry out regular check up independently</li> <li>· Understand the operation manual and mechanics of the technology systems in order to conduct simple repair and problem shooting independently</li> </ul> |
|  |                            | 6.2   | Conduct checking on technology systems                   | Be able to: <ul style="list-style-type: none"> <li>· Conduct checking on the operations of the technology systems to identify whether users requirements have been fulfilled</li> <li>· Carry out program version controls and audit trails</li> </ul>  |
|  |                            | 6.3   | Conduct repair and maintenance of systems when necessary | Be able to: <ul style="list-style-type: none"> <li>· Conduct repair, modification and maintenance of the system according to the instructions in the operation manual</li> <li>· Report to relevant parties or service providers to perform debugging or repairing activities when encountering complex problems</li> </ul>           |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Conducting regular check up on technology systems to ensure fulfillment of users requirements according to stated plan or request of users</li> <li>(ii) Provision of repair and maintenance services for keeping systems in good condition according to stated plan or request of users</li> <li>(iii) Report cases to relevant parties for complex problems which cannot be handle by following the operation manual</li> </ol> |  |   |
| <b>8</b>   | <b>Remarks</b>             |   |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Operations, Support and Quality Delivery |                            |  |  |
|---|----------------------------|--|--|
| 1   | <b>Title</b>               | Manage support services of IT and financial technology systems   |  |
| 2   | <b>Code</b>                | BRTMTO501A   |  |
| 3   | <b>Range</b>               | Provision of support services to facilitate the continuity of operations and quality delivery of different technology systems of the bank  |  |
| 4   | <b>Level</b>               | 5  |  |
| 5   | <b>Credit</b>              | 4  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Analyze needs in support services  | Be able to: <ul style="list-style-type: none"> <li>· Anticipate the usage of different systems, nature of frequently seen problems and types of support services required by different users by analyzing different sources of information such as functions of different systems, utilization rate, problem logs, users profile, etc.</li> <li>· Consult different users in order to define user requirements in support services on technology systems</li> </ul>  |
|   |                            | 6.2 Formulate policies on providing system support   | Be able to: <ul style="list-style-type: none"> <li>· Formulate policies on providing different kinds of support services to ensure operational effectiveness of technology systems in providing timely and adequate support to business development and service delivery</li> <li>· Develop documentation policies on recording daily operational activities and special incidents</li> <li>· Formulate policies on deployment of resources to different technological applications</li> <li>· Formulate policies on scrutinizing performance of different technology systems or infrastructures through carrying out codes, test, debug and installation</li> </ul> |
|   |                            | 6.3 Monitor the support services   | Be able to: <ul style="list-style-type: none"> <li>· Establish processes in evaluating whether performance capabilities of technological applications can meet the stated objectives</li> <li>· Develop mechanism in managing daily operations of system including backup services and data center</li> <li>· Monitor revision or update of systems / program when necessary</li> <li>· Monitor and control capacity upgrade plan</li> <li>· Monitor and review service level fulfillment of different technology infrastructures</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of policies on system support to ensure adequate provision of support services to different users. The policies should be based on analysis of the needs of users</li> <li>Monitoring of support services to ensure the provision of support services can fulfill its objectives and carry out improvement when necessary</li> </ol> |  |
| 8   | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 5. Technology Management &gt; Operations, Support and Quality Delivery</b> |                            |   |
|--|----------------------------|---|
| <b>1</b>   | <b>Title</b>               | Monitor change management when implementing new systems or systems updates  |
| <b>2</b>   | <b>Code</b>                | BRTMTO502A  |
| <b>3</b>   | <b>Range</b>               | Design change management plan for technology systems. This applies to implementation of major technology systems which will be applied throughout a particular business area  |
| <b>4</b>   | <b>Level</b>               | 5   |
| <b>5</b>   | <b>Credit</b>              | 4   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |
|  |                            | 6.1 Analyze changes in technology systems<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Analyze the scope of change in order to identify impacts on technology systems and the work of staff in IT departments</li> <li>· Analyze the profiles of affected parties to identify their needs, expectations and resistance</li> <li>· Analyze the impact to the work of users, such as utilization rate and applications, etc.</li> </ul>   |
|  |                            | 6.2 Establish change management plan in technology systems<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Consult user departments to outline the actions required from IT department for supporting the change initiatives</li> <li>· Establish change management plan specifying process, schedule, responsible parties and action steps, etc. in bringing in the new changes</li> </ul>  |
|  |                            | 6.3 Monitor the process of change management<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Design and provide necessary infrastructure to support the users in adopting the changes</li> <li>· Manage the implementation of change management process, fixing problem in a prompt manner to minimize disruption of operations</li> <li>· Adjust change management strategies appropriately after carrying out evaluation study in conjunction with related business and operation units to assess effectiveness of the change management initiative</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulation of plan on change management in technology systems. The plan should be based on analysis on the nature and extent of changes, profiles of stakeholders, anticipated resistance etc.<br>(ii) Monitoring of the change processes and carrying out problem solving during the course in a swift and effective manner   |
| <b>8</b>   | <b>Remarks</b>             |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Operations, Support and Quality Delivery |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Design and monitor system recovery  |   |
| 2   | <b>Code</b>                | BRTMTO503A  |   |
| 3   | <b>Range</b>               | Formulate system recovery plan for different technology systems to ensure functioning in case of system breakdown   |   |
| 4   | <b>Level</b>               | 5   |   |
| 5   | <b>Credit</b>              | 4   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Design plans for system recovery  | Be able to: <ul style="list-style-type: none"> <li>Assess the impact and risk of breakdown for different systems and recommend measures to be taken in order to minimize the possible disruption of operations</li> <li>Set up recovery plans based on impact assessment and ensure adequate level of resources and personnel to support implementation of recovery plans</li> <li>Conduct periodic drill or test to assess recovery plan or continuity of operations for ensuring that the plan is operable and can achieve the predefined objectives</li> </ul> |
|   |                            | 6.2 Monitor system recovery to maintain continuity of operations of technology systems  | Be able to: <ul style="list-style-type: none"> <li>Coordinate with different business and operation units to monitor implementation of recovery plan for ensuring continuity of operations during system breakdown</li> <li>Take up the role of decision making when unanticipated incidents arise in order to ensure the continuity of operation during the crisis</li> </ul>  |
|   |                            | 6.3 Demonstrate professionalism   | Be able to: <ul style="list-style-type: none"> <li>Contribute full effort and ability in the process of developing system recovery plans and proposals to ensure long term stability and usability</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Design of system recovery plans based on analysis of the different natures and severity of risks</li> <li>(ii) Monitor the implementation of system recovery plans and make prompt decisions when unanticipated events broke out during the system breakdown</li> </ul> |   |
| 8   | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 5. Technology Management &gt; Operations, Support and Quality Delivery</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Offer help desk services   |  |
| <b>2</b>   | <b>Code</b>                | BRTMTO401A   |  |
| <b>3</b>   | <b>Range</b>               | Offer help desk services to different users. This applies to application of different types of technology systems throughout the bank                                  |  |
| <b>4</b>   | <b>Level</b>               | 4  |  |
| <b>5</b>   | <b>Credit</b>              | 3  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1  | Understand help desk policies and procedures<br><br>Be able to:<br>· Understand helpdesk policies and procedures in order to implement help desk services by providing suitable assistance tailoring to different types of requests or enquiries<br>· Understand the help desk database to retrieve relevant archival data and speed up process in answering enquiries   |
|  |                            | 6.2  | Provide help desk services to users in the bank<br><br>Be able to:<br>· Resolve problems and provide advice concerning use of hardware and software systems or infrastructure<br>· Resolve routine problems by answering enquiries of different users in the bank<br>· Act as a contact point to direct request to relevant parties (e.g. technology service provider, system analyst, programmer) if further action is required |
|  |                            | 6.3  | Exhibit professionalism in offering help desk services<br><br>Be able to:<br>· Take steps to ensure that all related staff members contribute their greatest effort in providing help desk services  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of suitable advice and solutions according to different types of problems encountered by the users |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 5. Technology Management > Operations, Support and Quality Delivery |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Provide field support in resolving problems related to the IT and financial technology systems  |   |
| 2   | <b>Code</b>                | BRTMTO402A  |   |
| 3   | <b>Range</b>               | Provision of field support services to help users to solve problems encountered when using the systems. This applies to technical problems related to different systems   |   |
| 4   | <b>Level</b>               | 4   |   |
| 5   | <b>Credit</b>              | 3   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Understand policies and plans in support services   | Be able to: <ul style="list-style-type: none"> <li>· Understand policies, process and implementation plan of different kinds of support services in order to identify root causes and suitable solution for different enquiries or incidents</li> <li>· Understand contingency plans, risk management initiatives and relevant tools to ensure prompt and appropriate response and continuity of operations during serious breakdown of system</li> </ul> |
|   |                            | 6.2 Investigate problems and identify root causes   | Be able to: <ul style="list-style-type: none"> <li>· Investigate system problems by collecting data and evidence from different sources</li> <li>· Use appropriate testing equipment or software to analyze the scope and effects of the problems</li> </ul>  |
|   |                            | 6.3 Resolve system problems encountered by users  | Be able to: <ul style="list-style-type: none"> <li>· Recommend solutions and advise users on effect of different alternatives to deal with specific problems about system</li> <li>· Formulate solutions for hardware and/or software problems and provide field support services to fix them</li> <li>· Fix application within a reasonable length of time when system is down</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Identification of root causes of the problems by collecting different evidences and following the procedures of the bank</li> <li>(ii) Provision of advice and solutions to resolve system problems. The solution should be based on accurate analysis of the root causes and in accord to the standard procedures</li> </ol> |   |
| 8   | <b>Remarks</b>             |   |   |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 6. Competency Matrix of Product Development and Brand Marketing |   |  |  |   |                       |  |
|---|---|--|--|---|-----------------------|--|
| QF Level  | 6.1 Market Research and Business Intelligence                                 | 6.2 Product Development Framework and Marketing Strategy Formulation   | 6.3 Product Development  | 6.4 Product Launching Implementation and Management | 6.5 Product Promotion | 6.6 Brand Marketing  |
| 7   |   | Create an unique positioning strategy for the bank in marketing and product development<br>BRPDPF701A<br>5 Credits                           |  |   |                       |  |
| 6   | Conduct research on market analysis and review<br><br>BRPDPI601A<br>4 Credits | Formulate product strategies in different customer segments which are aligned with the bank's business target<br><br>BRPDPF601A<br>4 Credits | Develop and manage digital products and services<br><br>New<br>4 Credits |   |                       | Formulate corporate brand building strategy<br><br>BRPDPB601A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |   |  |   |  |  |
|---|---|---|--|---|--|--|
| 6 |   |   | Develop and monitor user acceptance test planning for products and services<br><br>New<br>4 Credits                                |   |  |  |
|   |   |   | Identify business requirements to develop functional and process design by employing innovative technology<br><br>New<br>4 Credits |   |  | Formulate online marketing strategy to build corporate image<br><br>New<br>4 Credits   |
| 5 | Develop customer segmentation, identify their needs in product<br><br>BRPDPI501A<br>4 Credits | Develop measurement mechanism on ROI to assess investment in product development<br><br>BRPDPI501A<br>4 Credits | Manage the product portfolio of the bank based on product strategies<br><br>BRPDPI501A<br>Credit: 4                                | Develop the implementation plan for product launch<br><br>BRPDPI501A<br>Credit: 4 | Identify niche and major selling points of individual products<br><br>BRPDPI501A<br>4 Credits                            | Formulate communication strategy on corporate branding<br><br>BRPDPI501A<br>4 Credits  |
| 5 | Develop knowledge systems for retail banking operations<br><br>BRPDPI502A<br>4 Credits        | Establish product development procedures<br><br>BRPDPI502A<br>4 Credits   | Structure product architecture<br><br>BRPDPI502A<br>4 Credits  | Evaluate effectiveness of product launch<br><br>BRPDPI502A<br>Credit: 4           | Develop promotional activities for new products and services to increase market awareness<br><br>BRPDPI502A<br>4 Credits | Create and produce enduring and consistent marketing campaigns to promote the corporate brand<br><br>BRPDPI502A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |   |  |
|---|--|--|--|--|---|--|
| 5 |  | Monitor the effectiveness and progress of product development<br><br>BRPDPF503A<br>4 Credits | Evaluate existing digital banking functions, report and propose improvement measures<br><br>New<br>4 Credits |  | Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained<br><br>BRPDPP503A<br>4 Credits | Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained<br><br>BRPDPB503A<br>4 Credits |
|   |  |  | Evaluate existing products and services performance and propose improvement measures<br><br>New<br>4 Credits |  |   |  |
|   |  |  | Lead product and operations data analysis<br><br>New<br>4 Credits  |  |   |  |
|   |  |  | Determine pricing for the products and services<br><br>BRPDPD503A<br>Credit: 4                               |  |   |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| 5 |  |  | Conduct profitability forecast and cost analysis<br><br>BRPDPD504A<br>Credit: 4                                |  |  |  |
|   |  |  | Manage the design and analysis of product acceptance test<br><br>BRPDPD505A<br>Credit: 4                       |  |  |  |
|   |  |  | Design suitable systems and determine appropriate channels for product delivery<br><br>BRPDPD506A<br>Credit: 4 |  |  |  |
|   |  |  | Design operational procedures of new products<br><br>BRPDPD507A<br>Credit: 4                                   |  |  |  |
|   |  |  | Source and manage products and services provided by external vendors<br><br>BRPDPD508A                         |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
|   |  |  | Credit: 4  |  |  |  |
| 4 | Collect and consolidate market intelligence for understanding market trend |  | Execute product acceptance test plan for products and services | Draw up product portfolio for complex products             | Produce promotion materials in alignment with corporate identity specification | Arrange appropriate communication activities to build and enhance brand salience as well as brand equity |
|   | BRPDPI401A<br>3 Credits  |  | BRDPDP401A<br>3 Credits  | BRPDPM401A<br>3 Credits                                    | BRPDPP401A<br>3 Credits  | BRPDPB401A<br>3 Credits  |
|   | Operate knowledge systems to input and retrieve information                |  |  | Prepare for the implementation of product launch           | Conduct promotion programme evaluation   | Monitor and ensure consistency in using corporate identity throughout the bank                           |
|   | BRPDPI402A<br>3 Credits  |  |  | BRPDPM402A<br>3 Credits                                    | BRPDPP402A<br>3 Credits  | BRPDPB402A<br>3 Credits  |
|   |  |  |  | Provide product information to support the selling process |  | Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank        |
|   |  |  |  | BRPDPM403A<br>3 Credits                                    |  | BRPDPB403A<br>3 Credits  |
| 3 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 1 |  |  |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level



## 6. Product Development and Brand Marketing

| QF Level | Function / Competency   | UoC Code   | Credit | Page |
|----------|---|------------|--------|------|
| Level 7  | <b>Product Development Framework and Marketing Strategy Formulation</b>                                       |            |        |      |
|          | Create an unique positioning strategy for the bank in marketing and product development                       | BRPDPF701A | 5      | 232  |
| Level 6  | <b>Market Research and Business Intelligence</b>  |            |        |      |
|          | Conduct research on market analysis and review  | BRPDPI601A | 4      | 227  |
|          | <b>Product Development Framework and Marketing Strategy Formulation</b>                                       |            |        |      |
|          | Formulate product strategies in different customer segments which are aligned with the bank's business target | BRPDPF601A | 4      | 233  |
|          | <b>Product Development</b>  |            |        |      |
|          | Develop and manage digital products and services  | New        | 4      | 237  |
|          | Develop and monitor user acceptance test planning for products and services                                   | New        | 4      | 238  |
|          | Identify business requirements to develop functional and process design by employing innovative technology    | New        | 4      | 239  |
|          | <b>Brand Marketing</b>  |            |        |      |
|          | Formulate corporate brand building strategy   | BRPDPB601A | 4      | 262  |
|          | Formulate online marketing strategy to build corporate image  | New        | 4      | 263  |
| Level 5  | <b>Market Research and Business Intelligence</b>  |            |        |      |
|          | Develop customer segmentation, identify their needs in product  | BRPDPI501A | 4      | 228  |
|          | Develop knowledge systems for retail banking operations   | BRPDPI502A | 4      | 229  |
|          | <b>Product Development Framework and Marketing Strategy Formulation</b>                                       |            |        |      |
|          | Develop measurement mechanism on ROI to assess investment in product development                              | BRPDPF501A | 4      | 234  |
|          | Establish product development procedures  | BRPDPF502A | 4      | 235  |
|          | Monitor the effectiveness and progress of product development   | BRPDPF503A | 4      | 236  |
|          | <b>Product Development</b>  |            |        |      |
|          | Manage the product portfolio of the bank based on product strategies  | BRPDPD501A | 4      | 240  |
|          | Structure product architecture  | BRPDPD502A | 4      | 241  |
|          | Evaluate existing digital banking functions, report and propose improvement measures                          | New        | 4      | 242  |
|          | Evaluate existing products and services performance and propose improvement measures                          | New        | 4      | 243  |
|          | Lead product and operations data analysis   | New        | 4      | 244  |
|          | Determine pricing for the products and services   | BRPDPD503A | 4      | 245  |
|          | Conduct profitability forecast and cost analysis  | BRPDPD504A | 4      | 246  |
|          | Manage the design and analysis of product acceptance test   | BRPDPD505A | 4      | 247  |
|          | Design suitable systems and determine appropriate channels for product delivery                               | BRPDPD506A | 4      | 248  |
|          | Design operational procedures of new products   | BRPDPD507A | 4      | 249  |

|         |   |            |   |     |
|---------|---|------------|---|-----|
| Level 5 | Source and manage products and services provided by external vendors  | BRPDPD508A | 4 | 250 |
|         | <b>Product Launching Implementation and Management</b>  |            |   |     |
|         | Develop the implementation plan for product launch  | BRPDPM501A | 4 | 252 |
|         | Evaluate effectiveness of product launch  | BRPDPM502A | 4 | 253 |
|         | <b>Product Promotion</b>  |            | 4 |     |
|         | Identify niche and major selling points of individual products  | BRPDPP501A | 4 | 257 |
|         | Develop promotional activities for new products and services to increase market awareness                               | BRPDPP502A | 4 | 258 |
|         | Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained                | BRPDPP503A | 4 | 259 |
|         | <b>Brand Marketing</b>  |            | 4 |     |
|         | Formulate communication strategy on corporate branding  | BRPDPB501A | 4 | 264 |
|         | Create and produce enduring and consistent marketing campaigns to promote the corporate brand                           | BRPDPB502A | 4 | 265 |
|         | Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained | BRPDPB503A | 4 | 266 |
| Level 4 | <b>Market Research and Business Intelligence</b>  |            |   |     |
|         | Collect and consolidate market intelligence for understanding market trend  | BRPDPI401A | 3 | 230 |
|         | Operate knowledge systems to input and retrieve information   | BRPDPI402A | 3 | 231 |
|         | <b>Product Development</b>  |            |   |     |
|         | Execute product acceptance test plan for products and services  | BRPDPD401A | 3 | 251 |
|         | <b>Product Launching Implementation and Management</b>  |            |   |     |
|         | Draw up product portfolio for complex products  | BRPDPM401A | 3 | 254 |
|         | Prepare for the implementation of product launch  | BRPDPM402A | 3 | 255 |
|         | Provide product information to support the selling process  | BRPDPM403A | 3 | 256 |
|         | <b>Product Promotion</b>  |            |   |     |
|         | Produce promotion materials in alignment with corporate identity specification  |            |   | 260 |
|         | Conduct promotion programme evaluation  |            |   | 261 |
|         | <b>Brand Marketing</b>  |            |   |     |
|         | Arrange appropriate communication activities to build and enhance brand salience as well as brand equity                | BRPDPB401A | 3 | 267 |
|         | Monitor and ensure consistency in using corporate identity throughout the bank  | BRPDPB402A | 3 | 268 |
|         | Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank                       | BRPDPB403A | 3 | 269 |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Market Research and Business Intelligence |                            |  |  |  |
|--|----------------------------|--|--|--|
| 1  | <b>Title</b>               | Conduct research on market analysis and review   |  |  |
| 2  | <b>Code</b>                | BRPDPI601A   |  |  |
| 3  | <b>Range</b>               | Conduct research and analyze performance of both local and overseas competitors in different areas which include but not limited to their strategies, products and services, customer perception, marketing programs etc.  |  |  |
| 4  | <b>Level</b>               | 6  |  |  |
| 5  | <b>Credit</b>              | 4  |  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|  |                            | 6.1  | Master specialized knowledge in market intelligence and analysis       | Be able to: <ul style="list-style-type: none"> <li>· Evaluate different analysis and modeling techniques in market research and select an appropriate method for different situations</li> <li>· Master different statistical techniques in order to analyze the collected information to provide insights for management in making decisions</li> </ul>   |
|  |                            | 6.2  | Conduct advanced analyses to evaluate performance of competitors       | Be able to: <ul style="list-style-type: none"> <li>· Conduct competitive analysis by comparing characteristics, customer profiles, pricing, terms and other relevant aspects of similar product offered against competitors in the absence of complete information about competitors</li> <li>· Analyze information on products and services of competitors in order to develop new products to satisfy customer needs and to optimize business performance</li> <li>· Conduct high-level operational and technical feasibility studies on hypothesized products in comparing to competitors' with an aim of achieving cost, quality and timing targets established by the bank</li> </ul> |
|  |                            | 6.3  | Identify business opportunities based on analyzing complex information | Be able to: <ul style="list-style-type: none"> <li>· Analyze product features of competitors based on markets / solutions / target customer segments according to the analysis of market intelligence</li> <li>· Identify profitable options by performing high-level cost / return analysis on business opportunities identified in the absence of complete information about the future market conditions</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Suggestions on business ideas to capture opportunities offered by existing gaps in the market. The suggestions should be based on comprehensive review and analyses of related information and comparison of different alternatives in the absence of complete information on competitors and market conditions</li> </ol> |  |  |
| 8  | <b>Remarks</b>             |  |  |  |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Market Research and Business Intelligence |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Develop customer segmentation, identify their needs in product   |   |
| 2  | <b>Code</b>                | BRPDPI501A   |   |
| 3  | <b>Range</b>               | Categorize bank's customers into different segments according to their demographic information, psychological variables, financial needs, buying habits, income, geographical locations etc.   |   |
| 4  | <b>Level</b>               | 5  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Analyze customers profile  | Be able to: <ul style="list-style-type: none"> <li>Summarize major factors affecting demands on retail banking products and services</li> <li>Evaluate the characteristics associated with different customers and the interrelationships among each factor</li> </ul>  |
|  |                            | 6.2 Categorize customers based on their financial needs  | Be able to: <ul style="list-style-type: none"> <li>Differentiate the specific needs and preference on products and services of different customers</li> <li>Utilize market intelligence solicited to identify customer needs vs. product features match</li> <li>Categorize customers into different groups after comparing different proposed segmentation</li> <li>Construct customer profiles to display all the critical characteristics of different segments</li> </ul> |
|  |                            | 6.3 Identify demands of different segments   | Be able to: <ul style="list-style-type: none"> <li>Identify features on potential products and services required by current and new customer segments by using specialized analyses</li> <li>Conduct data-mining exercise to identify potential customer segments for new business opportunity</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A provision of customer segmentation. The categorization is based on comparison of different proposed alternatives and application of specialized data mining and analysis techniques. The segmentation should provide comprehensive descriptions of customer information which can facilitate product development and marketing |   |
| 8  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Market Research and Business Intelligence</b> |  |   |     |  |   |     |  |   |     |  |   |
|---|--|---|-----|--|---|-----|--|---|-----|--|---|
| <b>1</b>  | <b>Title</b>   | Develop knowledge systems for retail banking operations   |     |  |   |     |  |   |     |  |   |
| <b>2</b>  | <b>Code</b>  | BRPDPI502A  |     |  |   |     |  |   |     |  |   |
| <b>3</b>  | <b>Range</b>   | Design knowledge system to facilitate different business functions of a retail bank which cover different kinds of data collected by different market research programmes, including both small scale and complex research  |     |  |   |     |  |   |     |  |   |
| <b>4</b>  | <b>Level</b>   | 5   |     |  |   |     |  |   |     |  |   |
| <b>5</b>  | <b>Credit</b>  | 4   |     |  |   |     |  |   |     |  |   |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Identify information critical to decision making of the unit</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze market information required by retail banking to customize design of the knowledge management systems which can retain different kinds of information</li> <li>· Evaluate the common practices in managing market knowledge and select an appropriate approach for the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop systems for managing research findings and market intelligence</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop market knowledge systems to store market research information including data related to individual and corporate customers such as transaction history, stability and rate sensitivity, etc.</li> <li>· Design report or presentation templates to display research information which can suit the needs of different purposes such as marketing, product development, selling etc.</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Design policies and regulations for the knowledge management systems</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design policies and processes of using the knowledge management systems</li> <li>· Develop tracking mechanism for monitoring the use of the system and planning for maintenance</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Identify information critical to decision making of the unit | Be able to: <ul style="list-style-type: none"> <li>· Analyze market information required by retail banking to customize design of the knowledge management systems which can retain different kinds of information</li> <li>· Evaluate the common practices in managing market knowledge and select an appropriate approach for the bank</li> </ul> | 6.2 | Develop systems for managing research findings and market intelligence | Be able to: <ul style="list-style-type: none"> <li>· Develop market knowledge systems to store market research information including data related to individual and corporate customers such as transaction history, stability and rate sensitivity, etc.</li> <li>· Design report or presentation templates to display research information which can suit the needs of different purposes such as marketing, product development, selling etc.</li> </ul> | 6.3 | Design policies and regulations for the knowledge management systems | Be able to: <ul style="list-style-type: none"> <li>· Design policies and processes of using the knowledge management systems</li> <li>· Develop tracking mechanism for monitoring the use of the system and planning for maintenance</li> </ul> |
| 6.1   | Identify information critical to decision making of the unit           | Be able to: <ul style="list-style-type: none"> <li>· Analyze market information required by retail banking to customize design of the knowledge management systems which can retain different kinds of information</li> <li>· Evaluate the common practices in managing market knowledge and select an appropriate approach for the bank</li> </ul>   |     |  |   |     |  |   |     |  |   |
| 6.2   | Develop systems for managing research findings and market intelligence | Be able to: <ul style="list-style-type: none"> <li>· Develop market knowledge systems to store market research information including data related to individual and corporate customers such as transaction history, stability and rate sensitivity, etc.</li> <li>· Design report or presentation templates to display research information which can suit the needs of different purposes such as marketing, product development, selling etc.</li> </ul>   |     |  |   |     |  |   |     |  |   |
| 6.3   | Design policies and regulations for the knowledge management systems   | Be able to: <ul style="list-style-type: none"> <li>· Design policies and processes of using the knowledge management systems</li> <li>· Develop tracking mechanism for monitoring the use of the system and planning for maintenance</li> </ul>   |     |  |   |     |  |   |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of market knowledge systems and policies which can facilitate the record, organize and retrieve of related information in an convenient and efficient way. The design should be based on analysis on the needs of users</li> </ol>  |     |  |   |     |  |   |     |  |   |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |   |     |  |   |     |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Market Research and Business Intelligence</b> |  |   |     |   |  |     |  |  |     |                                |  |
|---|--|---|-----|---|--|-----|--|--|-----|--------------------------------|--|
| <b>1</b>  | <b>Title</b>   | Collect and consolidate market intelligence for understanding market trend  |     |   |  |     |  |  |     |                                |  |
| <b>2</b>  | <b>Code</b>  | BRPDPI401A  |     |   |  |     |  |  |     |                                |  |
| <b>3</b>  | <b>Range</b>   | Collect and consolidate business intelligence of both local and overseas competitors which include but not limited to their strategies, products and services, customer perception, marketing programs, stakeholder's interests, CSR etc.   |     |   |  |     |  |  |     |                                |  |
| <b>4</b>  | <b>Level</b>   | 4   |     |   |  |     |  |  |     |                                |  |
| <b>5</b>  | <b>Credit</b>  | 3   |     |   |  |     |  |  |     |                                |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand common methodologies in market research and analysis</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand commonly used research methods, both quantitative and qualitative, to carry out data collection process independently</li> <li>· Summarize the main features of common statistical analyses so as to understand the data collection process</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Conduct data collection to gather information related to competitors</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Administer market research studies according to the research plan to gain knowledge about competitors and the perception of customers</li> <li>· Interview with appropriate parties to collect information related to competitors</li> <li>· Track competitor rates, pricing and product launches to keep abreast of market conditions</li> <li>· Ensure accuracy and validity of the knowledge obtained</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Consolidate the data collected</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Present the raw data in a format which can facilitate business/product team in conducting analyses to identify market opportunities</li> <li>· Construct the profiles of each individual competitor banks to facilitate the share of implications on research findings</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand common methodologies in market research and analysis | Be able to: <ul style="list-style-type: none"> <li>· Understand commonly used research methods, both quantitative and qualitative, to carry out data collection process independently</li> <li>· Summarize the main features of common statistical analyses so as to understand the data collection process</li> </ul> | 6.2 | Conduct data collection to gather information related to competitors | Be able to: <ul style="list-style-type: none"> <li>· Administer market research studies according to the research plan to gain knowledge about competitors and the perception of customers</li> <li>· Interview with appropriate parties to collect information related to competitors</li> <li>· Track competitor rates, pricing and product launches to keep abreast of market conditions</li> <li>· Ensure accuracy and validity of the knowledge obtained</li> </ul> | 6.3 | Consolidate the data collected | Be able to: <ul style="list-style-type: none"> <li>· Present the raw data in a format which can facilitate business/product team in conducting analyses to identify market opportunities</li> <li>· Construct the profiles of each individual competitor banks to facilitate the share of implications on research findings</li> </ul> |
| 6.1   | Understand common methodologies in market research and analysis      | Be able to: <ul style="list-style-type: none"> <li>· Understand commonly used research methods, both quantitative and qualitative, to carry out data collection process independently</li> <li>· Summarize the main features of common statistical analyses so as to understand the data collection process</li> </ul>  |     |   |  |     |  |  |     |                                |  |
| 6.2   | Conduct data collection to gather information related to competitors | Be able to: <ul style="list-style-type: none"> <li>· Administer market research studies according to the research plan to gain knowledge about competitors and the perception of customers</li> <li>· Interview with appropriate parties to collect information related to competitors</li> <li>· Track competitor rates, pricing and product launches to keep abreast of market conditions</li> <li>· Ensure accuracy and validity of the knowledge obtained</li> </ul>  |     |   |  |     |  |  |     |                                |  |
| 6.3   | Consolidate the data collected                                       | Be able to: <ul style="list-style-type: none"> <li>· Present the raw data in a format which can facilitate business/product team in conducting analyses to identify market opportunities</li> <li>· Construct the profiles of each individual competitor banks to facilitate the share of implications on research findings</li> </ul>  |     |   |  |     |  |  |     |                                |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Reports on competitors data which cover critical information for conducting competitive analyses. The report should be organized in a systematic format aligned with the requirements of different users  |     |   |  |     |  |  |     |                                |  |
| <b>8</b>  | <b>Remarks</b>   |   |     |   |  |     |  |  |     |                                |  |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Market Research and Business Intelligence |                            |   |   |  |
|--|----------------------------|---|---|--|
| 1  | <b>Title</b>               | Operate knowledge systems to input and retrieve information   |   |  |
| 2  | <b>Code</b>                | BRPDPI402A  |   |  |
| 3  | <b>Range</b>               | Operate different knowledge systems in the bank. This applies to input, search and retrieve different kinds of information which can facilitate the various functions of the bank   |   |  |
| 4  | <b>Level</b>               | 4   |   |  |
| 5  | <b>Credit</b>              | 3   |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Understand the operation of knowledge management system   | Be able to: <ul style="list-style-type: none"> <li>· Understand the functions of various knowledge management systems in order to operate the systems independently</li> <li>· Understand the objectives of each individual research so as to capture the knowledge and record the data in an appropriate way</li> </ul>   |
|  |                            | 6.2   | Record and maintain up-to-date market information         | Be able to: <ul style="list-style-type: none"> <li>· Record information about competitor activities and market conditions according to instructions, data types and applications of the information, etc.</li> <li>· Organize and document research on competitive threats and related industry news according to the bank's practices</li> <li>· Organize, manage and update the different files to ensure useful information for product design team such as customer requirements</li> <li>· Retain past recommendations and purchase records for monitoring the implementation of recommended actions and reviewing suitability of new product proposal regularly</li> </ul> |
|  |                            | 6.3   | Retrieve necessary information from database upon request | Be able to: <ul style="list-style-type: none"> <li>· Generate reports on the tracking of customer segments, products, and campaigns' performance, etc. for providing critical information on business intelligence according to different needs in information</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Recording information of different kinds and from different sources in database systems accurately according to the instructions, data types and applications of the information</li> <li>(ii) Retrieval of information from database systems according to the needs of the specific projects / operations / users</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |   |   |  |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Formulation |                            |   |
|---|----------------------------|---|
| 1   | <b>Title</b>               | Create an unique positioning strategy for the bank in marketing and product development   |
| 2   | <b>Code</b>                | BRPDPF701A  |
| 3   | <b>Range</b>               | Determine the marketing and product positioning of the bank that define the types and features of products the bank provides. The strategy should be unanimously adopted by different business and operation units  |
| 4   | <b>Level</b>               | 7   |
| 5   | <b>Credit</b>              | 5   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Anticipate future market trends and the impacts on the bank   |
|   |                            | 6.2 Identify the comparative advantage of the bank to decide an unique positioning strategy   |
|   |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Analyze information and research about factors affecting business development of the retail banking sector to anticipate upcoming market trends in the absence of incomplete information</li> <li>· Evaluate how the anticipated market trends affect the bank's business strengths and areas of improvements and decide how the bank should change and adapt to the environment</li> </ul>   |
|   |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Evaluate the competitive landscape by analyzing the capabilities of the bank and competitors in order to identify the comparative advantage</li> <li>· Evaluate the pros and cons of different possible positions according to the bank's comparative advantage</li> <li>· Identify highest potential areas of the bank and provide supporting evidence</li> <li>· Propose innovative and original ideas for developing suitable products within the identified highest potential areas of the bank in order to fulfill the strategies</li> </ul> |
| 7   | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Positioning strategies to direct the bank's business approach. The decision should be based on in-depth and critical analyses of key information, incomplete information on future market conditions, comparisons and evaluations of different alternatives and strong reasoning to support the final decision. Moreover, the strategies should be innovation and original which can help the bank to develop a unique position</p>  |
| 8   | <b>Remarks</b>             |   |



Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Formulation |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Formulate product strategies in different customer segments which are aligned with the bank's business target   |  |
| 2   | <b>Code</b>                | BRPDPF601A  |  |
| 3   | <b>Range</b>               | Design product strategies for different customer segments of a particular business area to direct the product development and marketing activities of the whole business area. This applies to products and services of any kind  |  |
| 4   | <b>Level</b>               | 6   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Conduct research on the demands of different customer segments  | Be able to: <ul style="list-style-type: none"> <li>Analyze customer behaviors and characteristics of different segments to determine their financial needs, buying behavior and preferred marketing strategies in the absence of complete information on customer</li> <li>Compare the existing products and services portfolio against customer needs in order to determine the gaps in fulfilling customers demands</li> </ul>   |
|   |                            | 6.2 Identify suitable products to satisfy the needs of different segments   | Be able to: <ul style="list-style-type: none"> <li>Identify different alternatives to meet customer's financial needs and determine the best product solutions</li> <li>Work out strategic direction for product development based on primary research, internally tested hypotheses and relative size of opportunity identified in order to garner new revenue sources</li> <li>Devise high level proposal in product development process in accord to the business requirements identified</li> <li>Review existing compliance policies and procedures in product development</li> </ul> |
|   |                            | 6.3 Design marketing strategies for the developed products  | Be able to: <ul style="list-style-type: none"> <li>Estimate potential of different customer segments in specific products so as to identify the most profitable segment for each product</li> <li>Design the marketing approach by estimating the response of different customer groups to the various types of marketing strategies in the absence of complete information on customer behaviors</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Recommendation on product features to satisfy demands of different customer segments. The recommendations should be supported by detailed analyses of financial needs of customers in the absence of complete information. Comparison of different alternatives should also be made</li> <li>Proposal of implementation plan in product development. The proposal should include detailed descriptions of the recommended product features and identification of suitable development processes and marketing strategies. The suggestions should be supported by research findings or validated data</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Formulation |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Develop measurement mechanism on ROI to assess investment in product development   |   |
| 2   | <b>Code</b>                | BRPDPF501A   |   |
| 3   | <b>Range</b>               | Develop measurement indicators and mechanism to calculate the ROI on product development. This applies to products and services of any kind  |   |
| 4   | <b>Level</b>               | 5  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Conduct research on ROI calculation  | Be able to: <ul style="list-style-type: none"> <li>Evaluate different methods in calculating ROI and select a suitable approach after analyzing the operations of the bank and specific product development projects</li> </ul>   |
|   |                            | 6.2 Develop measurement mechanism for ROI calculation  | Be able to: <ul style="list-style-type: none"> <li>Identify suitable performance indicators after analyzing the project objectives, product features and development process, etc.</li> <li>Design a reliable analytics process to measure ROI since the commencement of product development so as to ensure risk justified investments for the bank</li> <li>Design and validate financial assumption and projection (e.g. cost, yield, profitability over time, etc.) of the ROI calculation methods adopted by the bank</li> </ul> |
|   |                            | 6.3 Develop guidelines in interpreting the results of ROI  | Be able to: <ul style="list-style-type: none"> <li>Evaluate different business case scenarios to make recommendations on ROI analysis</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>ROI measurement mechanism based on comparison of different methods and analysis of complex information including project objectives, product features and development process etc. The method should be able to allow the bank to assess the risks of different product development initiatives and potential profitability of individual product effectively</li> <li>Guidelines in interpreting ROI. The guidelines should be based on analysis of different business cases and should be able to provide a standards or reference in analyzing the risks and profitability of different product development projects</li> </ol> |   |
| 8   | <b>Remarks</b>             |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development Framework and Marketing Strategy Formulation |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Establish product development procedures  |   |
| 2   | <b>Code</b>                | BRPDPF502A  |   |
| 3   | <b>Range</b>               | Design the internal workflow processes of product development. This applies to the development of products and services of any kind   |   |
| 4   | <b>Level</b>               | 5   |   |
| 5   | <b>Credit</b>              | 4   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Possess specialized knowledge in product development specific to the banking industry   | Be able to: <ul style="list-style-type: none"> <li>Analyze the common product features in banking industry in order to discern the procedures of developing products with different structures</li> <li>Evaluate product development process in the retail banking industry and market response to new products launched so as to identify their implications to the bank's product development process</li> </ul>  |
|   |                            | 6.2 Develop standard procedures in product development suitable for the bank  | Be able to: <ul style="list-style-type: none"> <li>Design the required actions (e.g. testing, business analysis, technical implementation) in product developments based on a comprehensive analysis on factors and best practices in developing successful products</li> <li>Suggest a regular work flow of generating desirable and/or most innovative structured products for product design teams to follow to align with other processes and bank's resources</li> <li>Formulate procedural guidelines to govern the different stages and steps in developing different types of product so as to ensure an effective product development process</li> </ul> |
|   |                            | 6.3 Interpret regulatory requirements for designing appropriate procedures  | Be able to: <ul style="list-style-type: none"> <li>Work with Legal and Compliance units to establish robust product development process and standard operating procedures which can comply to regulatory requirements</li> <li>Review the establish procedures to ensure the planned development process follows the bank's regulations</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of product development processes and guidelines. The output should describe clearly the essential steps in product development and how can each of the step contribute to the development process. The selection of approach should be based on analysis regulatory requirements, common practices in product development, the bank's operations, etc.</li> </ol> |   |
| 8   | <b>Remarks</b>             |   |   |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development Framework and Marketing Strategy Formulation</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Monitor the effectiveness and progress of product development  |
| <b>2</b>   | <b>Code</b>                | BRPDPF503A   |
| <b>3</b>   | <b>Range</b>               | Design monitoring mechanisms on product development process to ensure achievement of stated targets. This applies to the development of products and services of any kind  |
| <b>4</b>   | <b>Level</b>               | 5  |
| <b>5</b>   | <b>Credit</b>              | 4  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Understand strategies in product development   |
|  |                            | 6.2 Establish control measures to prevent deviant from implementation plan   |
|  |                            | 6.3 Design the monitoring process for product development  |
|  |                            | Be able to: <ul style="list-style-type: none"> <li>· Analyze the details of product development strategies and the implementation details so as to design the monitoring and reviewing mechanisms</li> <li>· Evaluate the business targets of related product development strategies to identify critical steps or indicators for monitoring</li> </ul>  |
|  |                            | Be able to: <ul style="list-style-type: none"> <li>· Establish control measures to ensure that the development process is in accordance to the guidelines and standards established by the bank</li> <li>· Review product development process and identify areas which require control measures</li> </ul>   |
|  |                            | Be able to: <ul style="list-style-type: none"> <li>· Ensure structured product development process is in effect by designing mechanisms for different monitoring measures, which include:                             <ul style="list-style-type: none"> <li>- Tracking documents produced and timeline scheduled</li> <li>- Checking all activities are in compliance with requirements of the bank and regulatory authorities, internal and external compliance and operational procedure</li> <li>- Checking each stage of development follows the established methodology</li> </ul> </li> <li>· Ensure that the monitoring process is able to accommodate the needs, operations and resources of different units</li> <li>· Provide appropriate support for structured products in compliance issues</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) A monitoring mechanism which cover the entire process in product development. The design should be based on the analysis of needs, operation procedures and resources of different units</li> </ol>  |
| <b>8</b>   | <b>Remarks</b>             |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |  |  |     |  |   |     |   |   |     |  |   |
|--|--|--|-----|--|---|-----|---|---|-----|--|---|
| 1  | <b>Title</b>   | Develop and manage digital products and services   |     |  |   |     |   |   |     |  |   |
| 2  | <b>Code</b>  | TBD  |     |  |   |     |   |   |     |  |   |
| 3  | <b>Range</b>   | Defining the needs of developing digital products and services; create business and system requirements; and carry out the production of product solutions. This applies not only to retail banking, but also addresses the needs of all other functional areas of the bank  |     |  |   |     |   |   |     |  |   |
| 4  | <b>Level</b>   | 6  |     |  |   |     |   |   |     |  |   |
| 5  | <b>Credit</b>  | 4  |     |  |   |     |   |   |     |  |   |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Possess proficient knowledge and skills in the subject area and put them into practice</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture market intelligence and translate the information into digital channel or eCommerce product solutions</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Work with multiple parties to identify business needs on digital products</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Manage cross functional teams to identify business requirements, product design, scenerio design, process design, workflow mapping, testing, training and support procedures in digital banking channel products and services</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Formulate strategies, policies and processes for digital banking services in professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Create end-to-end product definition, design, User Acceptance Test and launch across multiple products and platforms using a variety of leading edge development methodologies</li> <li>· Develop and execute User Acceptance plans before product and service launch as well as to define people, resources and process requirements</li> <li>· Always strike an optimal balance between the interests of customers and the bank as a whole when formulating strategies, policies and processes for digital banking services</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Possess proficient knowledge and skills in the subject area and put them into practice | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture market intelligence and translate the information into digital channel or eCommerce product solutions</li> </ul> | 6.2 | Work with multiple parties to identify business needs on digital products | Be able to: <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Manage cross functional teams to identify business requirements, product design, scenerio design, process design, workflow mapping, testing, training and support procedures in digital banking channel products and services</li> </ul> | 6.3 | Formulate strategies, policies and processes for digital banking services in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Create end-to-end product definition, design, User Acceptance Test and launch across multiple products and platforms using a variety of leading edge development methodologies</li> <li>· Develop and execute User Acceptance plans before product and service launch as well as to define people, resources and process requirements</li> <li>· Always strike an optimal balance between the interests of customers and the bank as a whole when formulating strategies, policies and processes for digital banking services</li> </ul> |
| 6.1  | Possess proficient knowledge and skills in the subject area and put them into practice           | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development and financial technology utilization trend in financial service industries</li> <li>· Capture market intelligence and translate the information into digital channel or eCommerce product solutions</li> </ul>  |     |  |   |     |   |   |     |  |   |
| 6.2  | Work with multiple parties to identify business needs on digital products                        | Be able to: <ul style="list-style-type: none"> <li>· Create business and system requirements by participating in cross-functional team environment that address competitive differentiation, client usability, revenue generation, fulfillment and overall customer needs</li> <li>· Act as an integration point between technology and business partners to provide clarification and expectations for scope and requirements where needed</li> <li>· Manage cross functional teams to identify business requirements, product design, scenerio design, process design, workflow mapping, testing, training and support procedures in digital banking channel products and services</li> </ul>  |     |  |   |     |   |   |     |  |   |
| 6.3  | Formulate strategies, policies and processes for digital banking services in professional manner | Be able to: <ul style="list-style-type: none"> <li>· Create end-to-end product definition, design, User Acceptance Test and launch across multiple products and platforms using a variety of leading edge development methodologies</li> <li>· Develop and execute User Acceptance plans before product and service launch as well as to define people, resources and process requirements</li> <li>· Always strike an optimal balance between the interests of customers and the bank as a whole when formulating strategies, policies and processes for digital banking services</li> </ul>  |     |  |   |     |   |   |     |  |   |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Consulting and implementing solutions which leverage a combination of customer technology strategy, future state mission formulation, Customer Relationship Programme delivery and mobile / digital strategy   |     |  |   |     |   |   |     |  |   |
| 8  | <b>Remarks</b>   |  |     |  |   |     |   |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |   |  |     |   |  |     |  |   |     |   |   |
|--|---|--|-----|---|--|-----|--|---|-----|---|---|
| 1  | <b>Title</b>  | Develop and monitor user acceptance test planning for products and services  |     |   |  |     |  |   |     |   |   |
| 2  | <b>Code</b>   | TBD  |     |   |  |     |  |   |     |   |   |
| 3  | <b>Range</b>  | Develop and execute user acceptance tests for all wealth management products, loans products, insurances products, transaction products and their related processes, including those rolled out through digital channels   |     |   |  |     |  |   |     |   |   |
| 4  | <b>Level</b>  | 6  |     |   |  |     |  |   |     |   |   |
| 5  | <b>Credit</b>   | 4  |     |   |  |     |  |   |     |   |   |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Knowledgeable in product development and testing methodologies; plan and implement UAT based on new development</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of product development and UAT methodologies in banking industry; know how to design an approach suitable for the bank</li> <li>· Coordinate and monitor performance levels of products against plan; identify deviations and recommend corrective actions</li> <li>· Plan and implement user acceptance test to ensure retail banking products and services are aligned to the targeted business and operating models and drive efficiency throughout the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop testing activities to measure performance and identify discrepancies</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop testing metrics to measure performance of digital and non-digital products and services; hence to identify discrepancies and propose enhancement alternatives</li> <li>· Develop predefined test activities to drive the execution of the products and services to meet test objectives; including correct implementation, error identification and quality verification</li> <li>· Monitor the test, review and interpret all performance metrics and report business performance to related functional stakeholders</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Provide feedback and support to improve product performance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Work with business units to identify efficiency loopholes and opportunities to achieve targets and subsequently validate and track improvements</li> <li>· Take steps to ensure all tests are carried out in compliance with industry practices and standards</li> <li>· Consolidate responses; give feedback and advice to related parties; make recommendations and provide guidance on strategies revamp to improve business performance</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Knowledgeable in product development and testing methodologies; plan and implement UAT based on new development | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of product development and UAT methodologies in banking industry; know how to design an approach suitable for the bank</li> <li>· Coordinate and monitor performance levels of products against plan; identify deviations and recommend corrective actions</li> <li>· Plan and implement user acceptance test to ensure retail banking products and services are aligned to the targeted business and operating models and drive efficiency throughout the bank</li> </ul> | 6.2 | Develop testing activities to measure performance and identify discrepancies | Be able to: <ul style="list-style-type: none"> <li>· Develop testing metrics to measure performance of digital and non-digital products and services; hence to identify discrepancies and propose enhancement alternatives</li> <li>· Develop predefined test activities to drive the execution of the products and services to meet test objectives; including correct implementation, error identification and quality verification</li> <li>· Monitor the test, review and interpret all performance metrics and report business performance to related functional stakeholders</li> </ul> | 6.3 | Provide feedback and support to improve product performance | Be able to: <ul style="list-style-type: none"> <li>· Work with business units to identify efficiency loopholes and opportunities to achieve targets and subsequently validate and track improvements</li> <li>· Take steps to ensure all tests are carried out in compliance with industry practices and standards</li> <li>· Consolidate responses; give feedback and advice to related parties; make recommendations and provide guidance on strategies revamp to improve business performance</li> </ul> |
| 6.1  | Knowledgeable in product development and testing methodologies; plan and implement UAT based on new development | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of product development and UAT methodologies in banking industry; know how to design an approach suitable for the bank</li> <li>· Coordinate and monitor performance levels of products against plan; identify deviations and recommend corrective actions</li> <li>· Plan and implement user acceptance test to ensure retail banking products and services are aligned to the targeted business and operating models and drive efficiency throughout the bank</li> </ul>   |     |   |  |     |  |   |     |   |   |
| 6.2  | Develop testing activities to measure performance and identify discrepancies                                    | Be able to: <ul style="list-style-type: none"> <li>· Develop testing metrics to measure performance of digital and non-digital products and services; hence to identify discrepancies and propose enhancement alternatives</li> <li>· Develop predefined test activities to drive the execution of the products and services to meet test objectives; including correct implementation, error identification and quality verification</li> <li>· Monitor the test, review and interpret all performance metrics and report business performance to related functional stakeholders</li> </ul>  |     |   |  |     |  |   |     |   |   |
| 6.3  | Provide feedback and support to improve product performance   | Be able to: <ul style="list-style-type: none"> <li>· Work with business units to identify efficiency loopholes and opportunities to achieve targets and subsequently validate and track improvements</li> <li>· Take steps to ensure all tests are carried out in compliance with industry practices and standards</li> <li>· Consolidate responses; give feedback and advice to related parties; make recommendations and provide guidance on strategies revamp to improve business performance</li> </ul>  |     |   |  |     |  |   |     |   |   |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Plan and implement UAT including measurement metrics for all categories of retail banking products and services and provide constructive recommendations for improvement   |     |   |  |     |  |   |     |   |   |
| 8  | <b>Remarks</b>  |  |     |   |  |     |  |   |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Identify business requirements to develop functional and process design by employing innovative technology  |   |
| 2  | <b>Code</b>                | TBD   |   |
| 3  | <b>Range</b>               | Develop, revise, and implement all enhanced retail banking functional and process design and their corresponding procedures for the bank  |   |
| 4  | <b>Level</b>               | 6   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Use data and analytics to support functional and process design   | Be able to: <ul style="list-style-type: none"> <li>· Is knowledgeable in the methodologies of data analytics in work process design</li> <li>· Utilize data and analytics to identify opportunities to introduce efficiencies and new prospects for functional and process design</li> <li>· Provide centralized support and assistance to branches and various business and operations units of the bank on a variety of functional and process design issues.</li> <li>· Support escalated business and operational task, projects and bank-wide process issues</li> </ul>  |
|  |                            | 6.2 Review and recommend changes  | Be able to: <ul style="list-style-type: none"> <li>· Review and analyze existing functional and process practices and recommend changes to determine best practices and policies</li> <li>· Develop, revise, and maintain the functional and process design and their corresponding procedures for the bank</li> </ul>  |
|  |                            | 6.3 Develop reporting and revamp long ranged business and process design in professional manner   | Be able to: <ul style="list-style-type: none"> <li>· Develop standard reporting related to customer activities, business models, services and analyse pricing changes and potential impact to the current client base; hence to propose functional and process design</li> <li>· Produce functional and process designs that conforms to the bank's standards and meet regulatory requirements as well as the customers' needs</li> <li>· Ensure the measurement data are processed accurately and precisely</li> <li>· Plan and evaluate how technological data are used in business process, including the use of key metrics and performance indicators so as to revamp business and process design</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Adapt to process standards and guidelines while being proactive with process improvement recommendations</li> <li>(ii) Conduct data analysis and drive rapid experimentation in incremental and breakthrough solutions to enhance the bank's business models and process design; hence to deliver quality products and services to meet customer needs</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Manage the product portfolio of the bank based on product strategies   |   |
| <b>2</b>  | <b>Code</b>                | BRDPD501A  |   |
| <b>3</b>  | <b>Range</b>               | Manage the product portfolio for a particular business areas. This applies to different kinds of products offered by the bank  |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Conduct research on trends in retail banking products  | Be able to: <ul style="list-style-type: none"> <li>· Analyze thoroughly the products in banking industry to evaluate the product portfolio of the bank</li> <li>· Analyze the knowledge and trends in product offering in order to design products with different structures to generate return for the bank</li> <li>· Demonstrate expertise in technical knowledge in conducting product review to ensure appropriate risk and reward in product development cycles</li> </ul>  |
|   |                            | 6.2 Review existing product portfolio to ensure a comprehensive product variety is available to cover different needs  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate existing portfolio of products to ensure the product suite has genuine appeal to different customers</li> <li>· Ensure a variety of compliant wealth structured solutions for customers with an aim of enabling them to inject assets and enjoy financial advantage or succession planning for future generations, or preferably both</li> <li>· Evaluate the variety and adequacy of long and short term programs for profitable deposit acquisition and retention</li> <li>· Identify needs in introducing innovative finance, deposit and investment products to capture new and profitable business for the bank</li> </ul> |
|   |                            | 6.3 Set objectives and direction for product development to address needs of customers   | Be able to: <ul style="list-style-type: none"> <li>· Identify new products to address the needs and behaviors of priority customer segments</li> <li>· Widen the bank's product base for offering more finance, deposit and investment alternatives to customers</li> <li>· Identify needs in product modifications for different kinds of products based on customer needs and trends in the retail banking sector</li> <li>· Facilitate product development prioritization across the bank</li> <li>· Set up the objectives for each product development initiative</li> <li>· Ensure operational and technical feasibility of the suggestions</li> </ul>                                   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A product portfolio which can offer adequate options to customers to satisfy their needs. The design should be supported by analysis on financial needs of different target segments, trends in retail banking products and the review of existing products provided by the bank |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Structure product architecture  |   |
| <b>2</b>  | <b>Code</b>                | BRPDPD502A  |   |
| <b>3</b>  | <b>Range</b>               | Design architecture of a specific new product based on product strategies. This applies to the design of new products of any kind   |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Analyze factors affecting product design  | Be able to: <ul style="list-style-type: none"> <li>· Analyze the positioning and product strategies of the bank and outline their effects on designing the specific products</li> <li>· Possess specialized knowledge in product designs to structure product architecture which can maximize returns and minimize risks</li> </ul>   |
|   |                            | 6.2 Design product architecture of new products   | Be able to: <ul style="list-style-type: none"> <li>· Construct new product definition by writing detail descriptions about the developed products</li> <li>· Review the content and mix of existing product portfolio when designing product criteria and features so as to balance the breadth and depth of product offerings</li> <li>· Formulate appropriate product policies / procedures / ceilings / tier rates in collaboration with relevant business and operations units</li> <li>· Liaise with relevant parties internally and externally to prepare required documents in order to obtain approvals on the product design before development</li> </ul> |
|   |                            | 6.3 Ensure quality of products produced   | Be able to: <ul style="list-style-type: none"> <li>· Conduct final review before launching to ensure packaging and configuration of ready-to-launch products are complied to product design</li> <li>· Review technical architecture deliverables throughout the development process to ensure quality and requirement traceability</li> <li>· Ensure adherence to quality management plan and standard by participating in quality management review</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of products which can be aligned with the sales targets of the bank. The design should be based on analyses on customer needs, risks analysis and technical feasibility studies |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Evaluate existing digital banking functions, report and propose improvement measures  |   |
| 2  | <b>Code</b>                | TBD   |   |
| 3  | <b>Range</b>               | Evaluate all aspects of technology product or platform throughout its lifecycle, including customer insights and needs, and requirements definition to recommend improvement areas  |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Is knowledgeable on digital banking development; conduct related research and uncover customer needs  | Be able to: <ul style="list-style-type: none"> <li>Keep abreast of digital banking development in the industry and master the knowledge in conducting research in evaluating product effectiveness</li> <li>Manage analytic team deliverables to ensure timely delivery of digital banking functions and campaign analysis</li> <li>Identify opportunities and uncover untapped needs through customer research and interaction data</li> </ul>   |
|  |                            | 6.2 Perform analysis and report on existing digital banking functions   | Be able to: <ul style="list-style-type: none"> <li>Maintain a robust reporting infrastructure which includes reporting of digital, on-line and mobile usage and functional metrics with details and insights on performance</li> <li>Drive analysis to identify areas of opportunity to increase digital, on-line and mobile engagement</li> </ul>  |
|  |                            | 6.3 Propose improvement opportunities and implement smart solutions in alignment with the objective of customer experience enhancement  | Be able to: <ul style="list-style-type: none"> <li>Use customer experience insights and agile methodology to review existing digital banking functions and influence future product, services and processes design</li> <li>Partner with product development, business development, operations and risk management to define and implement smart solutions that enhance customer values</li> <li>Partner with marketing strategy team to provide digital behaviour analytics data to offer digital banking functions development opportunities</li> <li>Set customers' interests as highest priority while considering improvement solutions</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identify opportunities and uncover untapped needs through effective customer research and interaction data</li> <li>Define and implement smart solutions in digital banking functions that enhance customer values</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Evaluate existing products and services performance and propose improvement measures  |  |
| 2  | <b>Code</b>                | TBD   |  |
| 3  | <b>Range</b>               | Evaluate all lines of products and services throughout their lifecycle, including customer insights and needs, and requirements definition to recommend improvement areas   |  |
| 4  | <b>Level</b>               | 5   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Is knowledgeable on market development; conduct research based on the trend and uncover customer needs  | Be able to: <ul style="list-style-type: none"> <li>Keep abreast of market development in banking industry and based on the knowledge to design research activities</li> <li>Manage analytic team deliverables to ensure timely delivery of bank products and services performance analysis</li> <li>Identify opportunities and uncover untapped needs through customer research and interaction data</li> </ul>  |
|  |                            | 6.2 Perform analysis and report on the performance of existing products and services  | Be able to: <ul style="list-style-type: none"> <li>Provide product performance &amp; analytics services to relevant parties and help them design better products and services so as to maintain the quality and confirm its compliance with the changing consumer expectations with respect to various aspects such as price, quality, design, packaging, and any other factor that needs to be considered</li> <li>Maintain a robust reporting infrastructure which includes reporting of digital, on-line and mobile usage and functional metrics with details and insights on performance</li> </ul>  |
|  |                            | 6.3 Propose improvement opportunities and implement smart solutions in alignment with the objective of customer experience enhancement  | Be able to: <ul style="list-style-type: none"> <li>Use customer experience insights and agile methodology to review existing products and services and influence future products, services and processes design</li> <li>Partner with business development, operations and risk management to define and implement smart solutions that enhance customer values</li> <li>Propose recommendations to help design a better product development process that is cost-effective, customer-need specific, and fulfill regulatory requirements</li> <li>Partner with marketing strategy team to provide digital behaviour analytics data to offer digital banking functions development opportunities</li> <li>Set customers' interests as highest priority while considering improvement solutions</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identify opportunities and uncover untapped needs through effective customer research and interaction data</li> <li>Define and recommend solutions on products and services enhancement that creates customer values</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |   |  |
|--|----------------------------|---|---|--|
| 1  | <b>Title</b>               | Lead product and operations data analysis   |   |  |
| 2  | <b>Code</b>                | TBD   |   |  |
| 3  | <b>Range</b>               | Conduct comprehensive analysis on operational processes, product performance and profitability, workflow efficiency of all categories of retail banking functions   |   |  |
| 4  | <b>Level</b>               | 5   |   |  |
| 5  | <b>Credit</b>              | 4   |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Possess technical knowhow to carry out analysis   | Be able to: <ul style="list-style-type: none"> <li>· Understand and define updated business operations process flows with an aim to bring about product and process improvement</li> <li>· Understand and apply rigorous statistical and technical tools and acumen in support of analytics engagement activities of the bank</li> <li>· Apply consultative and relationship building skills to manage projects and different parties engaged in the data analysis exercises</li> </ul>  |
|  |                            | 6.2   | Utilize data analytics methodologies to identify improvement areas of operational processes, propose solutions and develop product strategies | Be able to: <ul style="list-style-type: none"> <li>· Leverage operations' workflows; analyze and format production data to develop required code for simulation</li> <li>· Proactively identify and model process improvement prototypes, data mining and analytics</li> <li>· Perform the required data exploration and analysis to verify the problem statement and the applicability of proposed solutions</li> <li>· Work closely with business banking administration, product management, marketing, operations and servicing functions to manage the existing product lines; develop and launch of new products, features and functionality</li> <li>· Utilize data to develop product strategy; leverage existing capabilities and identify product gaps based on competitive assessment and opportunities</li> <li>· Design and conduct competitive market research, analysis of competitive and market forces and ongoing assessment of internal strengths and weaknesses; ensure the product development and enhancements comply with the bank's product development policies</li> <li>· Manage the IT systems development of new products and enhancement of existing products and services</li> <li>· Measure and track the financial performance volumes against established goals; manage the product profitability and develop tactics to improve profitability and performance through product design and pricing discipline</li> </ul> |
|  |                            | 6.3   | Lead analysis in professional manner  | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure all analysis and measurements are carried out in compliance with banking industry practices and relevant standards</li> <li>· Contribute effort to ensure the analysis data are processed accurately and precisely</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Carry our research to identify improvement areas of operational processes, existing product weaknesses and customer demand on new product features to develop product strategies for the bank</li> <li>(ii) Develop tactics to measure and improve product performance and profitability</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |   |   |  |

Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |   |  |
|--|----------------------------|---|---|--|
| 1  | <b>Title</b>               | Lead product and operations data analysis   |   |  |
| 2  | <b>Code</b>                | TBD   |   |  |
| 3  | <b>Range</b>               | Conduct comprehensive analysis on operational processes, product performance and profitability, workflow efficiency of all categories of retail banking functions   |   |  |
| 4  | <b>Level</b>               | 5   |   |  |
| 5  | <b>Credit</b>              | 4   |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Possess technical knowhow to carry out analysis   | Be able to: <ul style="list-style-type: none"> <li>· Understand and define updated business operations process flows with an aim to bring about product and process improvement</li> <li>· Understand and apply rigorous statistical and technical tools and acumen in support of analytics engagement activities of the bank</li> <li>· Apply consultative and relationship building skills to manage projects and different parties engaged in the data analysis exercises</li> </ul>  |
|  |                            | 6.2   | Utilize data analytics methodologies to identify improvement areas of operational processes, propose solutions and develop product strategies | Be able to: <ul style="list-style-type: none"> <li>· Leverage operations' workflows; analyze and format production data to develop required code for simulation</li> <li>· Proactively identify and model process improvement prototypes, data mining and analytics</li> <li>· Perform the required data exploration and analysis to verify the problem statement and the applicability of proposed solutions</li> <li>· Work closely with business banking administration, product management, marketing, operations and servicing functions to manage the existing product lines; develop and launch of new products, features and functionality</li> <li>· Utilize data to develop product strategy; leverage existing capabilities and identify product gaps based on competitive assessment and opportunities</li> <li>· Design and conduct competitive market research, analysis of competitive and market forces and ongoing assessment of internal strengths and weaknesses; ensure the product development and enhancements comply with the bank's product development policies</li> <li>· Manage the IT systems development of new products and enhancement of existing products and services</li> <li>· Measure and track the financial performance volumes against established goals; manage the product profitability and develop tactics to improve profitability and performance through product design and pricing discipline</li> </ul> |
|  |                            | 6.3   | Lead analysis in professional manner  | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure all analysis and measurements are carried out in compliance with banking industry practices and relevant standards</li> <li>· Contribute effort to ensure the analysis data are processed accurately and precisely</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Carry our research to identify improvement areas of operational processes, existing product weaknesses and customer demand on new product features to develop product strategies for the bank</li> <li>(ii) Develop tactics to measure and improve product performance and profitability</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Conduct profitability forecast and cost analysis   |  |
| <b>2</b>  | <b>Code</b>                | BRPDPD504A   |  |
| <b>3</b>  | <b>Range</b>               | Conduct profitability forecast and cost analysis for a specific product. This applies to analysis of products of any kind  |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Analyze cost in product development to ensure a sound investment decision  | Be able to: <ul style="list-style-type: none"> <li>· Collect and synthesize different information to estimate the expenditure incurred in developing a specific product</li> <li>· Review each cost item and ensure they are in line with product development requirement and business needs</li> <li>· Review the estimated expenditure in each cost item to check whether appropriate costs is negotiated</li> </ul> |
|   |                            | 6.2 Estimate profit margin based on different analyses   | Be able to: <ul style="list-style-type: none"> <li>· Perform profit and loss analysis for the product by sales forecast analysis and estimating cost incurred during the selling process</li> <li>· Perform appropriate return on investment calculations as part of product evaluation</li> </ul>   |
|   |                            | 6.3 Suggest measures to improve cost-effectiveness of product development  | Be able to: <ul style="list-style-type: none"> <li>· Identify alternatives in development process, if any, for profitability maximization</li> <li>· Assist individual teams to improve costs and profitability of their responsible products by applying the results on profitability forecast and cost analysis</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A report on profitability forecast and cost analysis. The report should demonstrate and explain clearly the assumptions and formula / model used in calculating the figures. Moreover, the report should demonstrate that all key factors have been put into consideration |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |   |  |     |   |   |     |                                 |  |     |  |   |
|---|---|--|-----|---|---|-----|---------------------------------|--|-----|--|---|
| <b>1</b>  | <b>Title</b>  | Manage the design and analysis of product acceptance test  |     |   |   |     |                                 |  |     |  |   |
| <b>2</b>  | <b>Code</b>   | BRPD505A   |     |   |   |     |                                 |  |     |  |   |
| <b>3</b>  | <b>Range</b>  | Design product acceptance test and analyze the results for different kinds of product before the launch. This applies to acceptance test of different kinds  |     |   |   |     |                                 |  |     |  |   |
| <b>4</b>  | <b>Level</b>  | 5  |     |   |   |     |                                 |  |     |  |   |
| <b>5</b>  | <b>Credit</b>   | 4  |     |   |   |     |                                 |  |     |  |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Have specialized knowledge in designing acceptance test for retail banking products</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test</li> <li>· Evaluate different types of acceptance test to select an appropriate approach for the specific product</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design product acceptance tests</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank</li> <li>· Determine criteria in product approval and make effort to ensure its fulfillment is fully observed</li> <li>· Evaluate the coverage of the acceptance tests to ensure important factors affecting product quality are included (e.g. operations procedure, reliability, user acceptance, compliance etc.)</li> <li>· Design procedures in carrying out the tests and the measurement mechanism for each specific test</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Modify product designs based on results of product acceptance test</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Collaborate with Quality Management unit to analyze the results of the product test and find technical solutions if necessary</li> <li>· Collect customer feedback on new product development and fine-tuned to suit mass interest of needs</li> <li>· Recommend improvement on product features, functions, using process, workflow specifications and others</li> <li>· Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition existing products</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Have specialized knowledge in designing acceptance test for retail banking products | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test</li> <li>· Evaluate different types of acceptance test to select an appropriate approach for the specific product</li> </ul> | 6.2 | Design product acceptance tests | Be able to: <ul style="list-style-type: none"> <li>· Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank</li> <li>· Determine criteria in product approval and make effort to ensure its fulfillment is fully observed</li> <li>· Evaluate the coverage of the acceptance tests to ensure important factors affecting product quality are included (e.g. operations procedure, reliability, user acceptance, compliance etc.)</li> <li>· Design procedures in carrying out the tests and the measurement mechanism for each specific test</li> </ul> | 6.3 | Modify product designs based on results of product acceptance test | Be able to: <ul style="list-style-type: none"> <li>· Collaborate with Quality Management unit to analyze the results of the product test and find technical solutions if necessary</li> <li>· Collect customer feedback on new product development and fine-tuned to suit mass interest of needs</li> <li>· Recommend improvement on product features, functions, using process, workflow specifications and others</li> <li>· Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition existing products</li> </ul> |
| 6.1   | Have specialized knowledge in designing acceptance test for retail banking products | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test</li> <li>· Evaluate different types of acceptance test to select an appropriate approach for the specific product</li> </ul>  |     |   |   |     |                                 |  |     |  |   |
| 6.2   | Design product acceptance tests   | Be able to: <ul style="list-style-type: none"> <li>· Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank</li> <li>· Determine criteria in product approval and make effort to ensure its fulfillment is fully observed</li> <li>· Evaluate the coverage of the acceptance tests to ensure important factors affecting product quality are included (e.g. operations procedure, reliability, user acceptance, compliance etc.)</li> <li>· Design procedures in carrying out the tests and the measurement mechanism for each specific test</li> </ul>   |     |   |   |     |                                 |  |     |  |   |
| 6.3   | Modify product designs based on results of product acceptance test                  | Be able to: <ul style="list-style-type: none"> <li>· Collaborate with Quality Management unit to analyze the results of the product test and find technical solutions if necessary</li> <li>· Collect customer feedback on new product development and fine-tuned to suit mass interest of needs</li> <li>· Recommend improvement on product features, functions, using process, workflow specifications and others</li> <li>· Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition existing products</li> </ul>  |     |   |   |     |                                 |  |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of product acceptance tests which cover testing in areas critical to product quality such as operational acceptance, reliability, user acceptance and compliance to regulations etc.</li> <li>(ii) Recommendation on product modifications, if any. The recommendation should be based on analysis on the results of product acceptance tests and provide evidence to demonstrate improvements which the modifications can bring</li> </ol>  |     |   |   |     |                                 |  |     |  |   |
| <b>8</b>  | <b>Remarks</b>  |  |     |   |   |     |                                 |  |     |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Design suitable systems and determine appropriate channels for product delivery  |   |
| <b>2</b>  | <b>Code</b>                | BRPDPD506A   |   |
| <b>3</b>  | <b>Range</b>               | Design delivery systems to deliver products and services in different market segment. This applies to different kinds of products and services   |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Possess specialized knowledge in product delivery of retail banking products   | Be able to: <ul style="list-style-type: none"> <li>· Analyze the characteristics of the products and market segments in order to design a suitable delivery channel</li> <li>· Evaluate different delivery channels in order to select a suitable approach for the particular product and the bank</li> </ul>   |
|   |                            | 6.2 Design delivery processes tailored to the requirements of a particular product   | Be able to: <ul style="list-style-type: none"> <li>· Analyze the existing delivery channels to evaluate their fitness for the developed product</li> <li>· Design approaches of product delivery after taking key factors such as product features, promotional messages and target customer segments into consideration</li> <li>· Assess the impact of delivery approaches on the product design and make necessary adjustment in the design</li> </ul> |
|   |                            | 6.3 Develop supporting measures to facilitate the implementation of delivery systems   | Be able to: <ul style="list-style-type: none"> <li>· Design communication plan to clarify the objectives and requirements of the delivery system with relevant parties involved in the execution of delivery plan</li> <li>· Work with internal IT team and external system vendors to design non-functional / technical guidance on system changes to facilitate product delivery</li> </ul>   |
|   |                            | 6.4 Design monitoring mechanisms to ensure the effectiveness of product delivery   | Be able to: <ul style="list-style-type: none"> <li>· Consult different parties on the performance of product delivery channels and approaches; and make necessary adjustment on existing plan</li> <li>· Monitor the delivery to ensure the system can meet the objectives and performance goals as defined in individual product requirements</li> <li>· Design monitoring mechanisms to measure performance of different delivery channels</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design of product delivery system and other support measures to facilitate the sales of products. The design should be validated based on the analyses of customer characteristics of different segments, features of products to be delivered, etc. |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Design operational procedures of new products  |
| <b>2</b>  | <b>Code</b>                | BRPD507A   |
| <b>3</b>  | <b>Range</b>               | Design operational procedures to facilitate the sales and delivery of new products. This applies to different kinds of products and delivery channels  |
| <b>4</b>  | <b>Level</b>               | 5  |
| <b>5</b>  | <b>Credit</b>              | 4  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Design operational procedures in delivering or selling new products<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Design workflow in selling and delivering the newly developed products after analyzing relevant information which includes but not limited to the selling plan, marketing plan, delivery systems, customers, etc.</li> <li>· Analyze the features of different product delivery platforms to identify the requirements on the operational procedures</li> </ul>   |
|   |                            | 6.2 Identify gaps in existing operational procedures<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Specify the special needs in operational support for new product and service launch, if there's any</li> <li>· Identify possible changes in workflow required after reviewing the existing work procedures</li> </ul>  |
|   |                            | 6.3 Refine the existing operational procedures<br><br>Be able to:<br><ul style="list-style-type: none"> <li>· Assist in formulating procedures, guidelines or workflow for communicating the operational procedures associated with the launch of individual new product or service</li> <li>· Recommend operational procedures of new products and services to facilitate the sales of the product</li> <li>· Ensure the operational procedures are in compliance with regulations and the bank's internal standards by reviewing the relevant guidelines and developing tracking or monitoring mechanism to prevent deviation from the stated procedures.</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Different sets of operational procedures for each product delivery platform. The design should be based on the analyses on information such as the selling plan, marketing and promotional activities, characteristics of different platforms and customer segments, etc.  |
| <b>8</b>  | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Development</b> |                            |   |
|---|----------------------------|---|
| <b>1</b>  | <b>Title</b>               | Source and manage products and services provided by external vendors  |
| <b>2</b>  | <b>Code</b>                | BRPD508A  |
| <b>3</b>  | <b>Range</b>               | Manage products acquired from other vendors from the processes of acquisition to selling. This applies to different kinds of products brought in from vendors of different types  |
| <b>4</b>  | <b>Level</b>               | 5   |
| <b>5</b>  | <b>Credit</b>              | 4   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Evaluate demands for acquiring products from external vendors   |
|   |                            | 6.2 Evaluate products and services provided by other vendors and source for suitable products   |
|   |                            | 6.3 Give advice in the selling and promoting the acquired products  |
| <b>7</b>  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Selection of acquired products from external vendors. The selection should be justified by analyses on profitability forecast and comparison on cost of developed in-house and acquired from external vendors. Moreover, due diligence review should be conducted according to the bank's standard</p> <p>(ii) Coordination of the selling and promotion of acquired products through offering advices to different operations based on the understanding in the products and managing the relationship with vendors</p> |
| <b>8</b>  | <b>Remarks</b>             |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Development |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Execute product acceptance test plan for products and services  |   |
| 2  | <b>Code</b>                | BRPD401A  |   |
| 3  | <b>Range</b>               | Execute product acceptance test according to the stated plan. This applies to acceptance test of any kind and different kinds of products and services  |   |
| 4  | <b>Level</b>               | 4   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Understand the product acceptance test  | Be able to: <ul style="list-style-type: none"> <li>Understand the common testing procedures and measurement techniques so as to conduct acceptance tests on different types of products independently</li> <li>Understand the objectives and procedures of a particular acceptance test in order to avoid errors when conducting the tests</li> </ul>   |
|  |                            | 6.2 Conduct product acceptance tests  | Be able to: <ul style="list-style-type: none"> <li>Perform user acceptance tests for newly developed products according to testing protocol</li> <li>Liaise with both internal and external business arms in coordinating the implementation of user acceptance tests for newly developed products</li> <li>Identify deviations or abnormalities during implementation and carry out remedial actions when necessary</li> </ul> |
|  |                            | 6.3 Consolidate data on product acceptance tests  | Be able to: <ul style="list-style-type: none"> <li>Consolidate relevant data, such as satisfaction level of users during the test to demonstrate the performance in the acceptance test</li> <li>Prepare reports with accurate and relevant supporting for final assessment to obtain approval of product launch</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Execution of product acceptance test according to the stated protocol and carry out necessary adjustment during the course to ensure smooth operations and fulfillment of objectives</li> <li>Reports of valid and reliable data of product acceptance tests which demonstrate relevant data regarding the performance of the testing products</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Launching Implementation and Management</b> |                            |   |  |  |
|---|----------------------------|---|--|--|
| <b>1</b>  | <b>Title</b>               | Develop the implementation plan for product launch  |  |  |
| <b>2</b>  | <b>Code</b>                | BRPDPM501A  |  |  |
| <b>3</b>  | <b>Range</b>               | Develop details for product implementation. This applies to products and services of different kinds  |  |  |
| <b>4</b>  | <b>Level</b>               | 5   |  |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Evaluate factors affecting product implementation                          | Be able to: <ul style="list-style-type: none"> <li>· Analyze product strategies of the bank and the design of specific products to draw out implications on product implementation</li> <li>· Review different approaches in product implementation and select the most suitable one for the particular product, the bank and the customer segments</li> </ul> |
|   |                            | 6.2   | Develop implementation plan by specifying different actions and milestones | Be able to: <ul style="list-style-type: none"> <li>· Work out implementation plan for individual product with detail information on scheduling, resources allocated, budget approved, etc.</li> <li>· Get related parties involved in the planning and develop a detailed timetable and action guidelines for each plan</li> </ul>                             |
|   |                            | 6.3   | Design monitoring measures to oversee the execution of implementation plan | Be able to: <ul style="list-style-type: none"> <li>· Design measures to monitor the execution of implementation plans in close coordination with relevant internal and external parties</li> <li>· Monitor the implementation and provide consultancy services to relevant product handling parties when necessary</li> </ul>                                  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of product implementation plans and monitoring measures which outline detail steps in the implementation process. The plans should be aligned with product strategies of the bank and demonstrate that consideration has been paid to product features, characteristics of target customers and bank's resources etc. |  |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Launching Implementation and Management</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Evaluate effectiveness of product launch  |   |
| <b>2</b>  | <b>Code</b>                | BRPDPM502A  |   |
| <b>3</b>  | <b>Range</b>               | Evaluate the effectiveness of the product launch. This applies to different kinds of launch programmes and products   |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Possess knowledge in product launch evaluation  | Be able to: <ul style="list-style-type: none"> <li>· Analyze different steps of the product launching plan in order to determine measurement criteria of the evaluation process and performance indicators</li> <li>· Understand different evaluation approaches and identify the most suitable one for the subject programme</li> </ul>  |
|   |                            | 6.2 Evaluate the effectiveness of product launch  | Be able to: <ul style="list-style-type: none"> <li>· Monitor market penetration of products and evaluate feedback from different parties, e.g. staff, customers, business partners etc.</li> <li>· Design appropriate customer survey to gain understanding of customers' demand on bank product features</li> <li>· Monitor existing product suite to ensure it is managed effectively through its full potential lifecycle</li> <li>· Design the measurement mechanism in order to collect valid and reliable data on the performance indicators</li> <li>· Analyze and consolidate information from different sources to assess the effectiveness of the launch</li> </ul> |
|   |                            | 6.3 Identify improvement areas in the launch and product itself   | Be able to: <ul style="list-style-type: none"> <li>· Identify improvement areas based on the expert knowledge in product development for future program development</li> <li>· Track market position for individual products and adjust marketing plan or revamp product features accordingly to raise profitability</li> <li>· Act as a subject matter expert to provide guidance and alternative proposals to revamp existing products</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Report on the effectiveness of product launch. The report should provide key indicators illustrating the achievement of the launch and analyses of related data</li> <li>(ii) Recommendations on improvement areas for both the launch programme and products. Evidence and reasoning such as data analyses and customers' opinions etc. should be provided to support the recommendations</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Launching Implementation and Management</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Draw up product portfolio for complex products   |
| <b>2</b>  | <b>Code</b>                | BRPDPM401A   |
| <b>3</b>  | <b>Range</b>               | Explain technical details of products in product portfolio. This applies to complex products of different kinds  |
| <b>4</b>  | <b>Level</b>               | 4  |
| <b>5</b>  | <b>Credit</b>              | 3  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Understand technical architecture of complex products  |
|   |                            | 6.2 Identify features which require elaboration  |
|   |                            | 6.3 Draw up portfolio for different complex products   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of product descriptions which outline key information of products in a clear, systematic and simple manner. The presentation format should be tailored to the needs and knowledge level of customers so that audience can understand the materials correctly |
| <b>8</b>  | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Launching Implementation and Management</b> |                            |  |  |  |
|---|----------------------------|--|--|--|
| <b>1</b>  | <b>Title</b>               | Prepare for the implementation of product launch   |  |  |
| <b>2</b>  | <b>Code</b>                | BRPDPM402A   |  |  |
| <b>3</b>  | <b>Range</b>               | Coordinate with different units in completing the preparation work of product launch. This applies to the launch of different kinds of products  |  |  |
| <b>4</b>  | <b>Level</b>               | 4  |  |  |
| <b>5</b>  | <b>Credit</b>              | 3  |  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|   |                            | 6.1  | Understand the process of product launch   | Be able to: <ul style="list-style-type: none"> <li>· Understand the plan on product launch in order to clarify the responsibilities of different units during the launch</li> <li>· Review the launch process in order to identify the needs and required support when launching the product</li> </ul>  |
|   |                            | 6.2  | Coordinate with different parties in carrying out preparation work before product launch | Be able to: <ul style="list-style-type: none"> <li>· Collaborate with Legal and Compliance units to solve operational and legal problems when issuing new products</li> <li>· Work closely with Information Technology team to coordinate scheduled system updates for product launch</li> <li>· Coordinate closely with internal and external parties to develop effective sales tools, operation process and system capacity to support and monitor product launch and on-going business growth</li> </ul> |
|   |                            | 6.3  | Update product knowledge of relevant parties before product launch                       | Be able to: <ul style="list-style-type: none"> <li>· Organize training and necessary information kits to relevant business and operations units to ensure the required product knowledge is acquired by all handling staff on the newly launched products</li> <li>· Produce appropriate documentation for knowledge transfer on product information such as product training packages, product leaflets...etc. according to the needs of different parties</li> </ul>                                       |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Coordination of the preparation work before launch to ensure all related procedures are completed. The execution should be aligned with the product launch plan and requirements of different units</li> <li>(ii) Provision of different kinds of educational activities in order to make sure that all related parties are ready for the launch. The educational activities should be able to fulfill the needs of different parties</li> </ol> |  |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Launching Implementation and Management</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Provide product information to support the selling process  |  |
| <b>2</b>  | <b>Code</b>                | BRPDPM403A  |  |
| <b>3</b>  | <b>Range</b>               | Participate in the selling process by providing product knowledge. This applies to the launch of different kinds of products  |  |
| <b>4</b>  | <b>Level</b>               | 4   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Review selling process in product launch  | Be able to: <ul style="list-style-type: none"> <li>· Understand the technical features of products in order to handle enquiries from customers independently</li> <li>· Review the selling process or approaches in order to identify support required by sales team</li> </ul>  |
|   |                            | 6.2 Present product information to customers  | Be able to: <ul style="list-style-type: none"> <li>· Conduct presentation or training on new products or existing products for transferring knowledge to customers according to the needs and knowledge level of customers</li> <li>· Handle customer enquiries related to features of the products</li> </ul>                                 |
|   |                            | 6.3 Provide assistance in product knowledge to other salespersons   | Be able to: <ul style="list-style-type: none"> <li>· Perform site inspection to ensure sales staff understand all the risks derived from the process of product sales and sell the products to customers properly</li> <li>· Answer enquires from sales staff in order to ensure that they are updated with the product information</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Presentation of product information to customers. The presentation should cover essential materials for customer to evaluate the products. Moreover, the presentation format should be tailored to different target customers so that they can understand the information easily and accurately</li> <li>(ii) Provision of assistance to other salespersons in order to ensure that correct information is conveyed to customers</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Promotion</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Identify niche and major selling points of individual products  |   |
| <b>2</b>  | <b>Code</b>                | BRPDPP501A  |   |
| <b>3</b>  | <b>Range</b>               | Define the selling points of individual product for different customer segments. This applies to products of different kinds  |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Analyze factors affecting marketing approach  | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate specialized knowledge in marketing in order to identify suitable selling points for retail banking products</li> <li>· Upkeep a thorough and up-to-date understanding on corporate strategies to select selling points aligned with the bank's business directions</li> <li>· Perform information analysis on ready-to-launch products, current market trend and competitor data for identifying selling points which can match with customers' preferences</li> </ul> |
|   |                            | 6.2 Identify selling points of products   | Be able to: <ul style="list-style-type: none"> <li>· Generate marketing ideas by considering competitive and product positioning analysis</li> <li>· Create niche and major selling points for individual products with reference to marketing ideas, the bank's position strategy, customer's preferences and the market environment</li> </ul>  |
|   |                            | 6.3 Set direction in designing marketing message and promotional materials  | Be able to: <ul style="list-style-type: none"> <li>· Set the direction of marketing messages which can convey the values of the products and consistent with the identified selling points</li> <li>· Direct the design of promotion materials to ensure the selling points are clearly conveyed</li> </ul>   |
|   |                            | 6.4 Advice on marketing plan  | Be able to: <ul style="list-style-type: none"> <li>· Give advice on marketing plans with emphasis on the identified niche and major selling points of individual products including innovation, consumer insights and features that match with the targeted customer segments</li> <li>· Provide marketing consultation and support for the development and launch of new products</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Identification of selling points for each product. The selling point should be tailored to the needs of each customer segment. Moreover, considerations should also be paid to analyses on competitors' products and market trends</li> <li>Provision of direction or advice to different kinds of marketing activities to ensure consistency with the identified selling points</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Product Promotion |                            |   |
|--|----------------------------|---|
| 1  | <b>Title</b>               | Develop promotional activities for new products and services to increase market awareness   |
| 2  | <b>Code</b>                | BRPDPP502A  |
| 3  | <b>Range</b>               | Participate in the development of promotional activities for new products and services. This refers to promotional activities of different kinds and can be applied to different types of products  |
| 4  | <b>Level</b>               | 5   |
| 5  | <b>Credit</b>              | 4   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|  |                            | 6.1 Evaluate factors affecting new product promotion activities   |
|  |                            | 6.2 Coordinate with sales and marketing team to develop product promotion plan  |
|  |                            | 6.3 Design education activities to equip relevant parties with the required product knowledge   |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Evaluate product features in order to design promotional activities</li> <li>· Evaluate the characteristics of target customers to select the most appropriate promotion methods</li> <li>· Evaluate existing resources of the bank and open up new resources where possible</li> </ul>   |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Prioritize and plan major marketing initiatives on new product and service for local region and global market as appropriate</li> <li>· Agreed on marketing objectives and strategy with a comprehensive coverage of key account targets, channel strategies, product strategies, sales strategies and marketing communication tactics</li> <li>· Plan on manpower support given to prepare and execute product promotion campaigns to identify sales leads, generation of awareness on corporate branding and product, development of networking opportunities and industry/trade events, and tracking/analysis of marketing programs</li> <li>· Prepare marketing plan details for individual products by providing expert advice in identifying targeted customer segments, distribution channels, and pricing etc.</li> </ul> |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Analyze the knowledge level and roles of different parties to identify the amount and kind of product knowledge training required</li> <li>· Coach marketing team on product knowledge to maximize contribution to the bank's business</li> <li>· Achieve maximum productivity and performance in supporting sales teams, strategic alliances and channel partners through providing specialized product knowledge to assist different activities such as producing product catalogues, product training, events, tradeshow, direct mail etc.</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) A promotion plan which define clearly the roles and actions of different parties in promotional activities. The plan should be based on identification of product information required by target customers and analysis on bank's resources</p> <p>(ii) Provision of education activities in order to ensure that all related parties are equipped with the required product knowledge. The education activities should be based on analysis on the roles and knowledge level of different parties</p>   |
| 8  | <b>Remarks</b>             |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Promotion</b> |                            |   |   |  |
|---|----------------------------|---|---|--|
| <b>1</b>  | <b>Title</b>               | Prepare budget and manage marketing expenditure of specific product to ensure reasonable ROI is attained  |   |  |
| <b>2</b>  | <b>Code</b>                | BRPDPP503A  |   |  |
| <b>3</b>  | <b>Range</b>               | Oversee the expenditure for product promotion within a particular business areas. This applies to different types of marketing programmes and products  |   |  |
| <b>4</b>  | <b>Level</b>               | 5   |   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|   |                            | 6.1   | Understand factors affecting budget of product promotion  | Be able to: <ul style="list-style-type: none"> <li>· Understand the financial plan of the bank to align marketing teams to financial and strategic goals of the bank's business when constructing product marketing plan</li> <li>· Analyze the product, promotion plans and customer profiles in order to evaluate whether the proposed promotional activities are necessary</li> </ul> |
|   |                            | 6.2   | Prepare budget plan for product promotion programme   | Be able to: <ul style="list-style-type: none"> <li>· Prepare annual budget for product promotion</li> <li>· Calculate the anticipated return on investment on product marketing campaigns accurately to justify the budget</li> </ul>  |
|   |                            | 6.3   | Monitor the expenditure to ensure it is within budget   | Be able to: <ul style="list-style-type: none"> <li>· Liaise with relevant business and operations units and suppliers to ensure effective management of the promotional budget and timely production of all promotional materials</li> <li>· Monitor expenses to ensure all investments on advertising / media plan for product promotion are in line with preset budget</li> </ul>      |
|   |                            | 6.4   | Calculate the return on investment based on decent modules of assessment and different valid data | Be able to: <ul style="list-style-type: none"> <li>· Provide clear and measurable results gained from investment on product marketing, including quality metrics and sales growth after completion of the campaigns</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Preparation of budget plan on product promotion. The budget plan should analyze different information critically to justify the budget approved. Moreover, a strong rationale to support the calculation of return on investment is elaborated and presented</li> <li>(ii) Monitoring of budget execution to prevent over budget. Any deviation from anticipated figures should be supported by solid evidence and reasons</li> </ol> |   |  |
| <b>8</b>  | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Promotion</b> |                            |   |
|---|----------------------------|---|
| <b>1</b>  | <b>Title</b>               | Produce promotion materials in alignment with corporate identity specification  |
| <b>2</b>  | <b>Code</b>                | BRPDPP401A  |
| <b>3</b>  | <b>Range</b>               | Produce different forms of promotional materials for a particular business area. This applies to promotional materials and products of different kinds  |
| <b>4</b>  | <b>Level</b>               | 4   |
| <b>5</b>  | <b>Credit</b>              | 3   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Prepare promotional materials in various forms for production   |
|   |                            | 6.2 Liaise with IT teams to post promotional materials on web   |
|   |                            | 6.3 Ensure promotion materials produced can meet the internal standards of the bank   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Production of promotional materials in different formats. The production should be timely and the content is completely accurate and complied to the bank's internal guidelines |
| <b>8</b>  | <b>Remarks</b>             |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Product Promotion</b> |   |  |     |                                |   |     |   |   |     |   |  |
|---|---|--|-----|--------------------------------|---|-----|---|---|-----|---|--|
| <b>1</b>  | <b>Title</b>  | Conduct promotion programme evaluation   |     |                                |   |     |   |   |     |   |  |
| <b>2</b>  | <b>Code</b>   | BRPDPP402A   |     |                                |   |     |   |   |     |   |  |
| <b>3</b>  | <b>Range</b>  | Conduct evaluation on individual promotion programme to measure operation effectiveness and product acquaintance. This applies to different kinds of product promotion activities and different types of products  |     |                                |   |     |   |   |     |   |  |
| <b>4</b>  | <b>Level</b>  | 4  |     |                                |   |     |   |   |     |   |  |
| <b>5</b>  | <b>Credit</b>   | 3  |     |                                |   |     |   |   |     |   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the evaluation plan</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review product promotion plan to understand the objectives, process and performance indications of the evaluation plan</li> <li>· Understand the different steps in the evaluation plan in order to carry out the data collection independently</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Conduct evaluation to measure effectiveness of the operations</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Oversee the implementation of communication campaigns for individual products to check whether they are in accordance with the stated strategy</li> <li>· Record measurements related to the process of implementation (e.g. time lapse, deviation from the stated plan etc.)</li> <li>· Design and conduct evaluation on promotion or communication campaigns to survey awareness on bank's products</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Report the evaluation results of promotion programmes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Consolidate data obtained from the evaluations and compile statistics to indicate achievements of the promotion programme</li> <li>· Ensure accuracy of the data and the calculation</li> <li>· Report findings of evaluation in different formats to satisfy the requirements or needs of different parties</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the evaluation plan | Be able to: <ul style="list-style-type: none"> <li>· Review product promotion plan to understand the objectives, process and performance indications of the evaluation plan</li> <li>· Understand the different steps in the evaluation plan in order to carry out the data collection independently</li> </ul> | 6.2 | Conduct evaluation to measure effectiveness of the operations | Be able to: <ul style="list-style-type: none"> <li>· Oversee the implementation of communication campaigns for individual products to check whether they are in accordance with the stated strategy</li> <li>· Record measurements related to the process of implementation (e.g. time lapse, deviation from the stated plan etc.)</li> <li>· Design and conduct evaluation on promotion or communication campaigns to survey awareness on bank's products</li> </ul> | 6.3 | Report the evaluation results of promotion programmes | Be able to: <ul style="list-style-type: none"> <li>· Consolidate data obtained from the evaluations and compile statistics to indicate achievements of the promotion programme</li> <li>· Ensure accuracy of the data and the calculation</li> <li>· Report findings of evaluation in different formats to satisfy the requirements or needs of different parties</li> </ul> |
| 6.1   | Understand the evaluation plan                                | Be able to: <ul style="list-style-type: none"> <li>· Review product promotion plan to understand the objectives, process and performance indications of the evaluation plan</li> <li>· Understand the different steps in the evaluation plan in order to carry out the data collection independently</li> </ul>  |     |                                |   |     |   |   |     |   |  |
| 6.2   | Conduct evaluation to measure effectiveness of the operations | Be able to: <ul style="list-style-type: none"> <li>· Oversee the implementation of communication campaigns for individual products to check whether they are in accordance with the stated strategy</li> <li>· Record measurements related to the process of implementation (e.g. time lapse, deviation from the stated plan etc.)</li> <li>· Design and conduct evaluation on promotion or communication campaigns to survey awareness on bank's products</li> </ul>  |     |                                |   |     |   |   |     |   |  |
| 6.3   | Report the evaluation results of promotion programmes         | Be able to: <ul style="list-style-type: none"> <li>· Consolidate data obtained from the evaluations and compile statistics to indicate achievements of the promotion programme</li> <li>· Ensure accuracy of the data and the calculation</li> <li>· Report findings of evaluation in different formats to satisfy the requirements or needs of different parties</li> </ul>   |     |                                |   |     |   |   |     |   |  |
| <b>7</b>  | <b>Assessment Criteria</b>                                    | The integral outcome requirements of this UoC are:<br>(i) An report outlining outcomes achieved by promotion campaigns. The report should contain critical indicators of the performance of promotion campaigns and is customized to the requirements of different parties. The data should be accurate and timely   |     |                                |   |     |   |   |     |   |  |
| <b>8</b>  | <b>Remarks</b>  |  |     |                                |   |     |   |   |     |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |  |   |     |  |  |     |                                       |  |     |  |  |
|---|--|---|-----|--|--|-----|---------------------------------------|--|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Formulate corporate brand building strategy   |     |  |  |     |                                       |  |     |  |  |
| <b>2</b>  | <b>Code</b>  | BRPDPB601A  |     |  |  |     |                                       |  |     |  |  |
| <b>3</b>  | <b>Range</b>   | Formulate the overall branding. The branding will be adopted throughout the whole bank regardless of market segments or geographical locations  |     |  |  |     |                                       |  |     |  |  |
| <b>4</b>  | <b>Level</b>   | 6   |     |  |  |     |                                       |  |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 4   |     |  |  |     |                                       |  |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on developing branding strategies</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct research on the bank's market positions, perceptions of customers and market trend, etc. in the absence of complete information to create an image which can communicate the bank's values and competitive advantage</li> <li>· Demonstrate specialized skills and knowledge in branding to build a brand name which can be applied to different markets and regions</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Formulate corporate branding strategy</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Compare the pros and cons of different strategies in promoting the bank's competitive advantage and choose the most appropriate one after evaluating the market conditions, competitors and the bank's strategies, etc.</li> <li>· Construct strategic direction for corporate branding that improves brand health and achieves the bank's financial and market share aspirations</li> <li>· Keep in place a constant pipeline of ideas to develop the brand of the bank</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop guidelines and policies to enforce strategy in brand marketing</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze possible obstacles in enforcing the branding strategies in order to formulate effective guidelines and policies</li> <li>· Develop guidelines and policies to integrate brand strategy into customer contact points, build corporate brand and improve awareness across the bank through an integrated platform of e-marketing approaches, public relations strategy, new product launches and other related activities</li> <li>· Formulate corporate identity guidelines and take steps to ensure they are followed by all business and operations units</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on developing branding strategies | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on the bank's market positions, perceptions of customers and market trend, etc. in the absence of complete information to create an image which can communicate the bank's values and competitive advantage</li> <li>· Demonstrate specialized skills and knowledge in branding to build a brand name which can be applied to different markets and regions</li> </ul> | 6.2 | Formulate corporate branding strategy | Be able to: <ul style="list-style-type: none"> <li>· Compare the pros and cons of different strategies in promoting the bank's competitive advantage and choose the most appropriate one after evaluating the market conditions, competitors and the bank's strategies, etc.</li> <li>· Construct strategic direction for corporate branding that improves brand health and achieves the bank's financial and market share aspirations</li> <li>· Keep in place a constant pipeline of ideas to develop the brand of the bank</li> </ul> | 6.3 | Develop guidelines and policies to enforce strategy in brand marketing | Be able to: <ul style="list-style-type: none"> <li>· Analyze possible obstacles in enforcing the branding strategies in order to formulate effective guidelines and policies</li> <li>· Develop guidelines and policies to integrate brand strategy into customer contact points, build corporate brand and improve awareness across the bank through an integrated platform of e-marketing approaches, public relations strategy, new product launches and other related activities</li> <li>· Formulate corporate identity guidelines and take steps to ensure they are followed by all business and operations units</li> </ul> |
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| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Proposal of branding strategies. The proposal should be developed based on critical and in-depth analyses on the present and anticipated competitive landscape in the absence of complete information. Reasoning should be provided to support how the branding strategies can help leverage the bank's competitive advantage when compared with other alternatives</li> <li>(ii) Provision of guidelines and policies on enforcing the branding strategies based on specialized knowledge in branding and analysis of potential obstacles</li> </ol>   |     |  |  |     |                                       |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |  |     |                                       |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Brand Marketing |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Formulate online marketing strategy to build corporate image   |   |
| 2  | <b>Code</b>                | TBD  |   |
| 3  | <b>Range</b>               | Formulate bank-wide online marketing strategy for all business functions with an aim to build a positive corporate image   |   |
| 4  | <b>Level</b>               | 6  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Knowledgeable in bank marketing; conduct analysis and formulate online marketing strategies  | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the development of marketing channels and methodologies in the banking industry and is capable of formulating online marketing strategies</li> <li>· Gather market information and analyse surrounding business environment to develop an appropriate online marketing strategy for the bank</li> <li>· Cross check to ensure the overall strategies and all related digital marketing activities are in compliance with brand strategy and corporate identity of the bank</li> </ul>            |
|  |                            | 6.2 Develop online marketing plans and design activities together with cross functional team players   | Be able to: <ul style="list-style-type: none"> <li>· Develop memorable and sharable content for social media platforms</li> <li>· Work with cross functional teams to develop targeted marketing plans with a coherent integration of marketing tactics, event and PR activities to achieve business goals</li> <li>· Develop and execute digital marketing campaigns to educate local consumers and generate interest in the brand of the bank</li> </ul>  |
|  |                            | 6.3 Communicate with stakeholders, including agencies and vendors professionally   | Be able to: <ul style="list-style-type: none"> <li>· Communicate online marketing strategies and campaigns effectively with key stakeholders in explaining impacts where necessary</li> <li>· Comply with the requirements of internal policies, practices, laws, regulations, ethical standards and general social responsibilities when developing online marketing plans and activities</li> <li>· Manage external agencies and vendors as and when it is needed; always strike a proper balance of the interests between external vendors and the bank</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulate online strategies, develop action plans together with cross functional key stakeholders; and analyze online traffic and measure the effectiveness of marketing campaigns on all digital channels |   |
| 8  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |                            |  |  |  |
|---|----------------------------|--|--|--|
| <b>1</b>  | <b>Title</b>               | Formulate communication strategy on corporate branding   |  |  |
| <b>2</b>  | <b>Code</b>                | BRPDPB501A   |  |  |
| <b>3</b>  | <b>Range</b>               | Formulate strategies to communicate the brand in local region. The strategies should cover different stakeholders which include but not limited to employees, customers and the public   |  |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|   |                            | 6.1  | Analyze the brand value in order to develop communication strategy | Be able to: <ul style="list-style-type: none"> <li>· Analyze the branding of the bank to identify critical brand values to be communicated to different group of stakeholders</li> <li>· Take initiative in researching, proposing, and championing new and better ways of communicating brand value of the bank</li> <li>· Evaluate different communication tactics in order to design an appropriate approach which can match with the market environment, customers, bank strategies, etc.</li> </ul>   |
|   |                            | 6.2  | Develop tactics or strategies in communicating the brand           | Be able to: <ul style="list-style-type: none"> <li>· Design internal communication strategies to lead other business and operations units to ensure that strategic direction in branding is understood and followed by staff of the bank</li> <li>· Develop strategic communication programs for increasing customer trust in individual products</li> <li>· Develop communication strategy by collecting feedback from different communication vehicles such as public relations event, internet, advertising, and retail point of sales</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Proposal on communication strategies and tactics. The proposal should provide analysis on relevant information to support the design of selected communication channels and messages |  |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 6. Product Development and Brand Marketing > Brand Marketing |  |  |     |  |  |     |   |  |     |  |   |
|--|--|--|-----|--|--|-----|---|--|-----|--|---|
| 1  | <b>Title</b>   | Create and produce enduring and consistent marketing campaigns to promote the corporate brand  |     |  |  |     |   |  |     |  |   |
| 2  | <b>Code</b>  | BRPDPB502A   |     |  |  |     |   |  |     |  |   |
| 3  | <b>Range</b>   | Develop advertising campaigns to promote the brand name of the bank. This applies to advertisements in different mediums and promotion in digital social media and organising different mega events which will be adopted in a specific region   |     |  |  |     |   |  |     |  |   |
| 4  | <b>Level</b>   | 5  |     |  |  |     |   |  |     |  |   |
| 5  | <b>Credit</b>  | 4  |     |  |  |     |   |  |     |  |   |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop marketing campaigns and events</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate the communication strategies of the bank and develop objectives of different marketing campaigns</li> <li>· Plan and design extensible marketing campaigns and mega events that echo to strategic marketing communication programs for building brand awareness and supporting product objectives</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop content of marketing campaigns and events</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Define customers' desire and determine marketing messages that can appeal to the identified groups of people</li> <li>· Analyze the trends in advertising, mega events and digital marketing to produce campaigns which can bring a fresh and positive impression to audience</li> <li>· Work with internal creative and production teams and/or outside agencies, as necessary, to develop the message, story board, frequency etc.</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Participate in the production of advertising and digital marketing campaigns</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop production schedule of the advertising and digital marketing campaigns and ensure that the production is on time</li> <li>· Source and manage advertising agencies as appropriate</li> <li>· Liaise with relevant internal units, advertising agencies and production houses in the development of approved advertising and digital marketing campaigns</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop marketing campaigns and events | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the communication strategies of the bank and develop objectives of different marketing campaigns</li> <li>· Plan and design extensible marketing campaigns and mega events that echo to strategic marketing communication programs for building brand awareness and supporting product objectives</li> </ul> | 6.2 | Develop content of marketing campaigns and events | Be able to: <ul style="list-style-type: none"> <li>· Define customers' desire and determine marketing messages that can appeal to the identified groups of people</li> <li>· Analyze the trends in advertising, mega events and digital marketing to produce campaigns which can bring a fresh and positive impression to audience</li> <li>· Work with internal creative and production teams and/or outside agencies, as necessary, to develop the message, story board, frequency etc.</li> </ul> | 6.3 | Participate in the production of advertising and digital marketing campaigns | Be able to: <ul style="list-style-type: none"> <li>· Develop production schedule of the advertising and digital marketing campaigns and ensure that the production is on time</li> <li>· Source and manage advertising agencies as appropriate</li> <li>· Liaise with relevant internal units, advertising agencies and production houses in the development of approved advertising and digital marketing campaigns</li> </ul> |
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| 6.3  | Participate in the production of advertising and digital marketing campaigns | Be able to: <ul style="list-style-type: none"> <li>· Develop production schedule of the advertising and digital marketing campaigns and ensure that the production is on time</li> <li>· Source and manage advertising agencies as appropriate</li> <li>· Liaise with relevant internal units, advertising agencies and production houses in the development of approved advertising and digital marketing campaigns</li> </ul>  |     |  |  |     |   |  |     |  |   |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Production of advertising and digital marketing campaigns via conventional and electronic social media. The design of the content should be based on analysis on customers, trends in advertising and the bank's strategies, etc. Moreover, the production should be in accord with the stated schedule  |     |  |  |     |   |  |     |  |   |
| 8  | <b>Remarks</b>   |  |     |  |  |     |   |  |     |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Prepare budget and manage expenditure on marketing the corporate brand of the bank to ensure reasonable ROI is attained  |  |
| <b>2</b>  | <b>Code</b>                | BRPDPB503A   |  |
| <b>3</b>  | <b>Range</b>               | Oversee the expenditure for brand marketing programmes within a particular business area. This applies to different types of marketing programmes  |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1  | Understand factors affecting the budget of marketing plan<br>Be able to: <ul style="list-style-type: none"> <li>· Understand the financial plan of the bank to align marketing teams to financial and strategic goals of the bank's business when constructing corporate marketing plan</li> <li>· Identify both enabling and destructive forces when developing marketing plan</li> </ul>                             |
|   |                            | 6.2  | Prepare budget plan for brand promotion programme<br>Be able to: <ul style="list-style-type: none"> <li>· Prepare annual budget for corporate marketing plan and advertising / media plan</li> <li>· Calculate the anticipated return on investment on marketing campaigns to justify the budget</li> </ul>  |
|   |                            | 6.3  | Monitor the expenditure to ensure it is within budget<br>Be able to: <ul style="list-style-type: none"> <li>· Liaise with relevant business and operations units and suppliers to ensure effective management of the promotional budget and timely production of all promotional materials</li> <li>· Monitor expenses to ensure all investments on advertising / media plan are in line with preset budget</li> </ul> |
|   |                            | 6.4  | Calculate the return on investment by using proven and effective approaches<br>Be able to: <ul style="list-style-type: none"> <li>· Provide clear and measurable results gained from marketing investment including quality metrics and sales growth after marketing campaigns are completed</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Preparation of budget plan on brand promotion. The budget plan should analyze different information critically to justify the budget approved. Moreover, there should a strong rationale to support calculation of return on investment</li> <li>(ii) Monitoring of budget execution to prevent over budget. Any deviation from anticipated figures should be supported by solid evidence and reasons</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |   |  |     |   |  |     |   |  |     |   |   |     |   |   |
|---|---|--|-----|---|--|-----|---|--|-----|---|---|-----|---|---|
| <b>1</b>  | <b>Title</b>  | Arrange appropriate communication activities to build and enhance brand salience as well as brand equity   |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>2</b>  | <b>Code</b>   | BRPDPB401A   |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>3</b>  | <b>Range</b>  | Execute different kinds of communication activities to promote the brand name of the bank. This refers to communication activities within a particular business areas and applies to activities aimed at different stakeholders  |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>4</b>  | <b>Level</b>  | 4  |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>5</b>  | <b>Credit</b>   | 3  |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the communication tactics and activities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the communication tactics of the bank to clarify the implementation details of the programme</li> <li>· Understand the implementation details in order to carry out the activities independently and respond to unexpected incidence if arise</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Carry out different communication programs to staff</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct internal branding campaigns to ensure all employees live and speak the brand value</li> <li>· Provide induction to new colleagues to help them understand the corporate values and special characteristics of the bank</li> <li>· Offer training related to corporate branding to new comers in order to help them act in alignment with corporate image</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Carry out different communication programs to customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Implement communication activities to maximize brand exposure and strengthen brand proposition through different channels</li> <li>· Work with different parties to ensure an effective and timely brand development program implementation</li> <li>· Provide consultation in aligning with brand image when conducting conference, event, and sales initiative programs held by other business and operations units</li> <li>· Prepare and execute communication campaigns for the identification of sales leads, generation of awareness on corporate branding and product, development of networking opportunities and industry/trade events, and tracking/analysis of marketing programs</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Carry out different communication programs to promote brand image to the public</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Arrange media interviews with the bank's spokesmen whenever appropriate</li> <li>· Keep consistent and close contacts with appropriate media channels and release most up-to-date information of the bank's for publicity purpose</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the communication tactics and activities | Be able to: <ul style="list-style-type: none"> <li>· Understand the communication tactics of the bank to clarify the implementation details of the programme</li> <li>· Understand the implementation details in order to carry out the activities independently and respond to unexpected incidence if arise</li> </ul> | 6.2 | Carry out different communication programs to staff | Be able to: <ul style="list-style-type: none"> <li>· Conduct internal branding campaigns to ensure all employees live and speak the brand value</li> <li>· Provide induction to new colleagues to help them understand the corporate values and special characteristics of the bank</li> <li>· Offer training related to corporate branding to new comers in order to help them act in alignment with corporate image</li> </ul> | 6.3 | Carry out different communication programs to customers | Be able to: <ul style="list-style-type: none"> <li>· Implement communication activities to maximize brand exposure and strengthen brand proposition through different channels</li> <li>· Work with different parties to ensure an effective and timely brand development program implementation</li> <li>· Provide consultation in aligning with brand image when conducting conference, event, and sales initiative programs held by other business and operations units</li> <li>· Prepare and execute communication campaigns for the identification of sales leads, generation of awareness on corporate branding and product, development of networking opportunities and industry/trade events, and tracking/analysis of marketing programs</li> </ul> | 6.4 | Carry out different communication programs to promote brand image to the public | Be able to: <ul style="list-style-type: none"> <li>· Arrange media interviews with the bank's spokesmen whenever appropriate</li> <li>· Keep consistent and close contacts with appropriate media channels and release most up-to-date information of the bank's for publicity purpose</li> </ul> |
| 6.1   | Understand the communication tactics and activities                             | Be able to: <ul style="list-style-type: none"> <li>· Understand the communication tactics of the bank to clarify the implementation details of the programme</li> <li>· Understand the implementation details in order to carry out the activities independently and respond to unexpected incidence if arise</li> </ul>   |     |   |  |     |   |  |     |   |   |     |   |   |
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| 6.4   | Carry out different communication programs to promote brand image to the public | Be able to: <ul style="list-style-type: none"> <li>· Arrange media interviews with the bank's spokesmen whenever appropriate</li> <li>· Keep consistent and close contacts with appropriate media channels and release most up-to-date information of the bank's for publicity purpose</li> </ul>  |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Execution of different communication programs to promote the brand to different stakeholders. The implementation should be in accordance to the program plan. Suitable actions are taken during the event to ensure the smooth running of the program  |     |   |  |     |   |  |     |   |   |     |   |   |
| <b>8</b>  | <b>Remarks</b>  |  |     |   |  |     |   |  |     |   |   |     |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |                            |   |   |  |
|---|----------------------------|---|---|--|
| <b>1</b>  | <b>Title</b>               | Monitor and ensure consistency in using corporate identity throughout the bank  |   |  |
| <b>2</b>  | <b>Code</b>                | BRPDPB402A  |   |  |
| <b>3</b>  | <b>Range</b>               | Monitor the presentation of corporate identity in every encounter of bank's appearance (e.g. campaigns, media, publications). This applies to the presentation of any materials in different formats and media        |   |  |
| <b>4</b>  | <b>Level</b>               | 4   |   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|   |                            | 6.1   | Provide staff with knowledge related to corporate identity                | Be able to: <ul style="list-style-type: none"> <li>· Ensure communication and understanding of the brand guidelines throughout the bank</li> <li>· Provide training to help staff understand thoroughly the corporate identity and help them act in accordance to corporate values</li> </ul>  |
|   |                            | 6.2   | Enforce compliance to standards in the presentation of corporate identity | Be able to: <ul style="list-style-type: none"> <li>· Create and maintain a corporate identity system including specification on logo prototype, typeface, size ratio, color code, etc.</li> <li>· Ensure all marketing and promotion materials are in line with the bank's corporate identity</li> <li>· Monitor delivery of strategy, spot any deviance and take actions to mitigate unfavorable impacts</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Monitoring of the usage of corporate identity. The monitoring should be able to cover different communication media and able to spot any deviances promptly |   |  |
| <b>8</b>  | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 6. Product Development and Brand Marketing &gt; Brand Marketing</b> |                            |   |   |   |
|---|----------------------------|---|---|---|
| <b>1</b>  | <b>Title</b>               | Conduct programme evaluation on brand marketing to ensure high degree of acquaintance of the bank   |   |   |
| <b>2</b>  | <b>Code</b>                | BRPDPB403A  |   |   |
| <b>3</b>  | <b>Range</b>               | Conduct evaluation of individual communication programme on brand marketing. This applies to branding activities of different kinds and scales  |   |   |
| <b>4</b>  | <b>Level</b>               | 4   |   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Understand the evaluation plan in order to carry out the task effectively | Be able to: <ul style="list-style-type: none"> <li>· Review the brand marketing plan to understand the objectives of evaluation</li> <li>· Understand the different steps in evaluation to plan for the data collection in order to execute the task independently</li> </ul>   |
|   |                            | 6.2   | Monitor the traffic/headcount flow in different marketing platform        | Be able to: <ul style="list-style-type: none"> <li>· Provide regular tracking and reporting for Internet Marketing programs and website statistics</li> <li>· Maintain knowledge of site traffic and user activity reports; generate statistic reports, summaries and/or custom reports for Marketing and Sales units</li> </ul>  |
|   |                            | 6.3   | Report the achievement of brand marketing                                 | Be able to: <ul style="list-style-type: none"> <li>· Compile relevant data and report on key marketing metrics: awareness, customer response, and budget and spot if there is any negative variance</li> <li>· Ensure accuracy of the data and the calculation</li> <li>· Report on the effectiveness of corporate branding and product marketing programs according to the requirements or needs of different parties</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A report outlining the outcome achieved by the brand marketing campaigns. The report should contain critical indicators of the performance of the activities as determined in the evaluation plan. The data presented in the report should be accurate and can fulfill the needs of different parties |   |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 7. Competency Matrix of Quality Management |   |   |   |   |
|--|---|---|---|---|
|  | 7.1 Quality Management Strategy / System Development and Maintenance              | 7.2 Quality Assurance on Retail Banking Sales and Service Delivery                      | 7.3 Continuous Process Improvement  | 7.4 Customer Experience Management  |
| 7  |   |   |   |   |
| 6  | Formulate strategies and policies in quality management<br>BRMQS501A<br>4 Credits |   |   |   |
| 5  | Establish quality standards for different operations<br>BRMQS502A<br>4 Credits    | Develop and enforce performance standards in customer service<br>BRMQA501A<br>4 Credits | Identify areas required for quality enhancement<br>BRMQI501A<br>4 Credits | Identify measures to improve customer experience<br>BRMQE501A<br>4 Credits          |
|  | Develop procedures in quality control<br>BRMQS503A<br>4 Credits                   | Monitor and control quality of product and services offered<br>BRMQA502A<br>4 Credits   | Design measures to improve existing processes<br>BRMQI502A<br>4 Credits   | Develop procedures and guidelines for feedback management<br>BRMQE502A<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |  |   |   |
|---|---|--|---|---|
| 5 | Manage benchmarking analysis on quality management<br><br>BRMQMS504A<br>4 Credits             |  |   | Conduct research on digital and non digital customer experience<br><br>New<br>4 Credits       |
|   | Provide education in quality management throughout the bank<br><br>BRMQMS401A<br>4 Credits    |  |   | Execute customer experience process improvement measures and controls<br><br>New<br>4 Credits |
| 4 | Prepare documentation related to the quality management system<br><br>BRMQMS402A<br>3 Credits |  | Implement the process improvement plan<br><br>BRMQMI401A<br>3 Credits                                     |   |
|   |   |  | Prepare accurate and appropriate reports on process improvement evaluation<br><br>BRMQMI402A<br>3 Credits |   |
| 3 |   |  |   |   |
| 2 |   |  |   |   |
| 1 |   |  |   |   |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 7. Competency Matrix of Quality Management

| QF Level | Function / Competency  | UoC Code   | Credit | Page |
|----------|--|------------|--------|------|
| Level 6  | <b>Quality Management Strategy / System Development and Maintenance</b>    |            |        |      |
|          | Formulate strategies and policies in quality management                    | BRMQMS501A | 4      | 273  |
| Level 5  | <b>Quality Management Strategy / System Development and Maintenance</b>    |            |        |      |
|          | Establish quality standards for different operations                       | BRMQMS502A | 4      | 274  |
|          | Develop procedures in quality control                                      | BRMQMS503A | 4      | 275  |
|          | Manage benchmarking analysis on quality management                         | BRMQMS504A | 4      | 276  |
|          | Provide education in quality management throughout the bank                | BRMQMS401A | 4      | 277  |
|          | <b>Quality Assurance on Retail Banking Sales and Service Delivery</b>      |            |        |      |
|          | Develop and enforce performance standards in customer service              | BRMQQA501A | 4      | 279  |
|          | Monitor and control quality of product and services offered                | BRMQQA502A | 4      | 280  |
|          | <b>Continuous Process Improvement</b>                                      |            |        |      |
|          | Identify areas required for quality enhancement                            | BRMQMI501A | 4      | 281  |
|          | Design measures to improve existing processes                              | BRMQMI502A | 4      | 282  |
|          | <b>Customer Experience Management</b>                                      |            |        |      |
|          | Identify measures to improve customer experience                           | BRMQQE501A | 4      | 285  |
|          | Develop procedures and guidelines for feedback management                  | BRMQQE502A | 4      | 286  |
|          | Conduct research on digital and non digital customer experience            | New        | 4      | 287  |
|          | Execute customer experience process improvement measures and controls      | New        | 4      | 288  |
| Level 4  | <b>Quality Management Strategy / System Development and Maintenance</b>    |            |        |      |
|          | Prepare documentation related to the quality management system             | BRMQMS402A | 3      | 278  |
|          | <b>Continuous Process Improvement</b>                                      |            |        |      |
|          | Implement the process improvement plan                                     | BRMQMI401A | 3      | 283  |
|          | Prepare accurate and appropriate reports on process improvement evaluation | BRMQMI402A | 3      | 284  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Management Strategy / System Development and Maintenance</b> |  |  |     |   |  |     |   |  |     |  |  |
|---|--|--|-----|---|--|-----|---|--|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Formulate strategies and policies in quality management  |     |   |  |     |   |  |     |  |  |
| <b>2</b>  | <b>Code</b>  | BRMQS501A  |     |   |  |     |   |  |     |  |  |
| <b>3</b>  | <b>Range</b>   | Formulate overall quality management strategies for the bank. This applies to all departments or units throughout different geographical locations   |     |   |  |     |   |  |     |  |  |
| <b>4</b>  | <b>Level</b>   | 6  |     |   |  |     |   |  |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 4  |     |   |  |     |   |  |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on quality management in retail banking industry</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Conduct research on different regulations and international / industry standards and identify how they can affect the bank's quality management system</li> <li>· Analyze different models and tools in quality management in order to design a suitable policies for the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Formulate company-wide policies in quality management</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate the business and operations of the bank and identify areas which quality control is necessary</li> <li>· Compare different alternatives and choose the most appropriate approach according to the bank's situations</li> <li>· Develop the strategic direction and framework / model in quality management policies and procedures for the whole bank</li> <li>· Formulate policies and procedures on service standards / performance pledge for the bank</li> <li>· Define quality management framework for internal operations in conjunction with operations staff</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop monitoring measures to ensure compliance with industry quality standards and related regulations</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop standardized procedures, quality data management plan and program for ensuring compliance with external regulatory and accreditation requirements</li> <li>· Develop research and benchmark system to ensure the policies and procedures established are in compliance with regional and international standards and legislation</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on quality management in retail banking industry | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on different regulations and international / industry standards and identify how they can affect the bank's quality management system</li> <li>· Analyze different models and tools in quality management in order to design a suitable policies for the bank</li> </ul> | 6.2 | Formulate company-wide policies in quality management | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the business and operations of the bank and identify areas which quality control is necessary</li> <li>· Compare different alternatives and choose the most appropriate approach according to the bank's situations</li> <li>· Develop the strategic direction and framework / model in quality management policies and procedures for the whole bank</li> <li>· Formulate policies and procedures on service standards / performance pledge for the bank</li> <li>· Define quality management framework for internal operations in conjunction with operations staff</li> </ul> | 6.3 | Develop monitoring measures to ensure compliance with industry quality standards and related regulations | Be able to: <ul style="list-style-type: none"> <li>· Develop standardized procedures, quality data management plan and program for ensuring compliance with external regulatory and accreditation requirements</li> <li>· Develop research and benchmark system to ensure the policies and procedures established are in compliance with regional and international standards and legislation</li> </ul> |
| 6.1   | Conduct research on quality management in retail banking industry  | Be able to: <ul style="list-style-type: none"> <li>· Conduct research on different regulations and international / industry standards and identify how they can affect the bank's quality management system</li> <li>· Analyze different models and tools in quality management in order to design a suitable policies for the bank</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.2   | Formulate company-wide policies in quality management  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the business and operations of the bank and identify areas which quality control is necessary</li> <li>· Compare different alternatives and choose the most appropriate approach according to the bank's situations</li> <li>· Develop the strategic direction and framework / model in quality management policies and procedures for the whole bank</li> <li>· Formulate policies and procedures on service standards / performance pledge for the bank</li> <li>· Define quality management framework for internal operations in conjunction with operations staff</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.3   | Develop monitoring measures to ensure compliance with industry quality standards and related regulations | Be able to: <ul style="list-style-type: none"> <li>· Develop standardized procedures, quality data management plan and program for ensuring compliance with external regulatory and accreditation requirements</li> <li>· Develop research and benchmark system to ensure the policies and procedures established are in compliance with regional and international standards and legislation</li> </ul>   |     |   |  |     |   |  |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Development of policies and monitoring measures in quality management based on analysis on bank's operations, strategies in business development and external regulatory requirements. Moreover, comparison and judgment of alternative approaches are made  |     |   |  |     |   |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |  |     |   |  |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Quality Management Strategy / System Development and Maintenance |                            |  |
|--|----------------------------|--|
| 1  | <b>Title</b>               | Establish quality standards for different operations   |
| 2  | <b>Code</b>                | BRMQS502A  |
| 3  | <b>Range</b>               | Establish the quality standards to specify the outcome requirements. This applies to setting up of standards for different internal and external processes and products  |
| 4  | <b>Level</b>               | 5  |
| 5  | <b>Credit</b>              | 4  |
| <b>Performance Requirement</b>   |                            |  |
|  | 6.1                        | Evaluate performance requirements of different processes<br><br>Be able to:<br>· Analyze internal and external process and operations to understand their performance requirements and needs in quality control<br>· Analyze clearly the regulatory requirements to identify needs in quality control  |
|  | 6.2                        | Establish quality standards for processes / products responsible by the units<br><br>Be able to:<br>· Establish quality standards for the different internal processes such as operations, supply chain, service delivery, customer services etc. according to the business development, operational needs, regulatory requirements and industry standards, etc.<br>· Establish quality standards for goods and services purchased from suppliers and produced by the bank according to the business development, operational needs, regulatory requirements and industry standards, etc.<br>· Cooperate with business and operations units in different geographic locations of the bank to ensure alignment on quality standards |
|  | 6.3                        | Demonstrate professionalism in establishing standards<br><br>Be able to:<br>· Take initiative steps to constantly observe and review the most recent industry development trend in process and operations performance requirements, and explore grounds for improving the bank's quality standards   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Development of quality standards which specify performance requirements in different processes. The requirements are deduced from analysis on the bank's business developments, operational needs, regulatory requirements and industry standards, etc.  |
| 8  | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Management Strategy / System Development and Maintenance</b> |                            |   |  |   |
|---|----------------------------|---|--|---|
| <b>1</b>  | <b>Title</b>               | Develop procedures in quality control   |  |   |
| <b>2</b>  | <b>Code</b>                | BRMQS503A   |  |   |
| <b>3</b>  | <b>Range</b>               | Develop procedures in quality control to ensure fulfillment of quality standards of different processes. This applies to different operational processes in the bank  |  |   |
| <b>4</b>  | <b>Level</b>               | 5   |  |   |
| <b>5</b>  | <b>Credit</b>              | 4   |  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|   |                            | 6.1   | Evaluate quality standards in order to develop suitable control measures   | Be able to: <ul style="list-style-type: none"> <li>· Analyze business requirements and review related information in order to design control measures</li> </ul>  |
|   |                            | 6.2   | Design quality control plan  | Be able to: <ul style="list-style-type: none"> <li>· Prepare an overall control plan on quality management and request for approval from bank management</li> <li>· Set up specific control measures with inspection specifications with different business and operations units in the bank</li> <li>· Evaluate different quality control measures and select those which are cost effective and will not hamper overall efficiency</li> </ul> |
|   |                            | 6.3   | Design monitoring measures to ensure proper implementation of control plan | Be able to: <ul style="list-style-type: none"> <li>· Develop formal review process to ensure compliance to control measures and can identify deviation promptly</li> <li>· Consult employees throughout the bank to ensure that the quality management system is functioning properly</li> <li>· Develop mechanism in directing deficiency correction in control measures</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Development of plan on quality control based on analysis on business requirements and operations in different departments or units</li> <li>(ii) Design measures in monitoring implementation of quality control plan. The measures should be able to spot deviances in a timely manner and able to carry out correction measures promptly</li> </ul> |  |   |
| <b>8</b>  | <b>Remarks</b>             |   |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Quality Management Strategy / System Development and Maintenance |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Manage benchmarking analysis on quality management   |   |
| 2  | <b>Code</b>                | BRMQS504A  |   |
| 3  | <b>Range</b>               | Manage benchmarking analysis to evaluate the effectiveness and comprehensiveness of bank's strategies in quality management. This applies to benchmarking programmes in different forms and scales   |   |
| 4  | <b>Level</b>               | 5  |   |
| 5  | <b>Credit</b>              | 4  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Formulate benchmarking programmes to understand industry's standards in quality management   | Be able to: <ul style="list-style-type: none"> <li>Develop policy and objectives of benchmarking programmes on quality management based on the business and positioning strategies of the bank</li> <li>Formulate benchmarking programmes in accordance with the stated objectives</li> <li>Evaluate different methods in conducting benchmarking exercises and design method or tools which are most suitable with the operations of the bank</li> </ul> |
|  |                            | 6.2 Identify improvement measures after analyzing results of benchmarking programmes   | Be able to: <ul style="list-style-type: none"> <li>Analyze data through employing different techniques to evaluate bank's performance with industry's standards</li> <li>Evaluate the benchmarking results and provide recommendations on how to improve the quality management system of the bank</li> <li>Communicate the findings to management or relevant units through presentation, reports, graphs or other relevant documents</li> </ul>         |
|  |                            | 6.3 Plan for follow up actions after completion of the benchmarking exercise   | Be able to: <ul style="list-style-type: none"> <li>Develop implementation plan for recommendations on quality management enhancement based on the benchmarking exercise</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of benchmarking programmes to evaluate the bank's quality management system. The selection of methodologies should be based on analysis on the strategies and operations of the bank</li> <li>Recommendations and implementation plan on improving the quality management system. The suggestions should be based on the analysis of benchmarking exercises</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Management Strategy / System Development and Maintenance</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Provide education in quality management throughout the bank   |   |
| <b>2</b>  | <b>Code</b>                | BRMQS401A   |   |
| <b>3</b>  | <b>Range</b>               | Provide education in quality management to employees of different types, ranks and functions to ensure an effective application throughout the bank   |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Prepare guidelines on quality management initiatives  | Be able to: <ul style="list-style-type: none"> <li>· Write up, publish and distribute the most up-to-date quality management system manual for the bank</li> <li>· Partner with appropriate personnel to develop quality management guidelines according to the needs of different units / employees</li> </ul>   |
|   |                            | 6.2 Provide education in quality management   | Be able to: <ul style="list-style-type: none"> <li>· Promote awareness and participation in quality management programs by providing information and training regarding updates of relevant activities and business practices in the bank and the retail banking sector</li> <li>· Provide training on the quality management system according to the needs of different units / employees</li> </ul> |
|   |                            | 6.3 Carry out programmes to motivate employees to improve quality of work   | Be able to: <ul style="list-style-type: none"> <li>· Solicit support and commitment from business and operations units to promote implement total quality principles</li> <li>· Develop recognition programs and compensation schemes for encouraging excellent service</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Preparation of materials to explain and communicate the quality management initiatives of the bank according to the needs of different units/ employees</li> <li>(ii) Execution of trainings and other kinds of programs which can increase staff's awareness and participation in quality management initiatives. The programmes should be able to satisfy the needs of different units / employees</li> </ul> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Management Strategy / System Development and Maintenance</b> |                            |   |   |
|---|----------------------------|---|---|
| <b>1</b>  | <b>Title</b>               | Prepare documentation related to the quality management system  |   |
| <b>2</b>  | <b>Code</b>                | BRMQS402A   |   |
| <b>3</b>  | <b>Range</b>               | Document and manage different information and data as required by quality management system of the bank   |   |
| <b>4</b>  | <b>Level</b>               | 4   |   |
| <b>5</b>  | <b>Credit</b>              | 3   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Well-versed in common practices of quality management   | Be able to: <ul style="list-style-type: none"> <li>Familiarize with the procedures of conducting quality assurance initiatives such as ISO assignments to prepare documentation independently</li> </ul>  |
|   |                            | 6.2 Collect performance data on quality control   | Be able to: <ul style="list-style-type: none"> <li>Liaise with different departments / units to collect performance data of different processes which is useful to the evaluation of the effectiveness of control measures</li> <li>Spot and record deviances from control plans in details accurately for reporting to responsible parties for investigation</li> </ul>  |
|   |                            | 6.3 Report on the effectiveness of quality management system  | Be able to: <ul style="list-style-type: none"> <li>Prepare quality management test documents covering test objectives, scope, environment, deliverables, roles and responsibilities of parties concerned, schedule, risks, assumptions, issues and dependencies in an accurate and timely manner</li> <li>Provide periodic updates on effectiveness of the quality management system and total quality management initiatives to the bank's management according to the different requests</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Collection of performance data of different processes accurately after judging the relevancy of data and spotting deviances</li> <li>Generation of reports or statistics about the quality management system. The report should contain information which can satisfy the requests of different parties in an accurate and timely manner</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Assurance on Retail Banking Sales and Service Delivery</b> |                            |  |   |
|---|----------------------------|--|---|
| <b>1</b>  | <b>Title</b>               | Develop and enforce performance standards in customer service  |   |
| <b>2</b>  | <b>Code</b>                | BRMQA501A  |   |
| <b>3</b>  | <b>Range</b>               | Develop and enforce performance standards in customer service. This applies to different kinds of customer services regardless of the customer segments  |   |
| <b>4</b>  | <b>Level</b>               | 5  |   |
| <b>5</b>  | <b>Credit</b>              | 4  |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Analyze needs in quality requirement of customer service   | Be able to: <ul style="list-style-type: none"> <li>· Analyze voice of customers and identify customer's requirements on bank's services</li> <li>· Analyze performance data; chart against defined standards and parameters to identify areas which warrant quality control</li> </ul>  |
|   |                            | 6.2 Develop quality standards to maintain a high quality customer services   | Be able to: <ul style="list-style-type: none"> <li>· Formulate objectives for quality assurance on customer services</li> <li>· Incorporate total quality management practices into the daily work of customer services</li> <li>· Develop quality standards in customer service after analysis the operations, requirements and needs of different business and operation units</li> </ul>   |
|   |                            | 6.3 Educate staff on quality management  | Be able to: <ul style="list-style-type: none"> <li>· Develop activities to promote awareness of the bank's service commitment</li> <li>· Develop staff training programmes to promote awareness on quality policies and programs</li> <li>· Identify relevant quality-related training needs for bank employees</li> <li>· Improve service quality of staff through training and other means to ensure consistent service delivery</li> </ul> |
|   |                            | 6.4 Develop programs to promote a quality culture  | Be able to: <ul style="list-style-type: none"> <li>· Develop service recognition programs (e.g. incentive scheme, quality service awards)</li> <li>· Develop service campaigns to deepen customer relationships and maximize business opportunities</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Formulation of performance standards in customer service which are based on analysis on customer's requirements, performance, operations, requirements and needs of different units</li> <li>(ii) Formulation of activities to promote the performance standards / quality culture to related staff. The activities should be tailored to the different training needs of employees</li> </ol> |   |
| <b>8</b>  | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Quality Assurance on Retail Banking Sales and Service Delivery</b> |                            |   |   |   |
|---|----------------------------|---|---|---|
| <b>1</b>  | <b>Title</b>               | Monitor and control quality of product and services offered   |   |   |
| <b>2</b>  | <b>Code</b>                | BRMQA502A   |   |   |
| <b>3</b>  | <b>Range</b>               | Monitor the performance of bank's products and services to ensure meeting of quality standards. This applies to products and services of different kinds  |   |   |
| <b>4</b>  | <b>Level</b>               | 5   |   |   |
| <b>5</b>  | <b>Credit</b>              | 4   |   |   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Evaluate the quality requirements of products and services              | Be able to: <ul style="list-style-type: none"> <li>· Understand the quality requirements in product and service by analyzing the business contexts, targets in profits and operations etc.</li> <li>· Evaluate the systems, processes and procedures in managing quality of product development in order to assure product and service quality</li> </ul>   |
|   |                            | 6.2   | Design and monitor tests examining the quality of products and services | Be able to: <ul style="list-style-type: none"> <li>· Design testing methodologies and tools to examine different aspects of bank's products and services to ensure they are in compliance with the bank's quality standards</li> <li>· Take steps to ensure tests for ready-to-launch products and services are properly understood, carried out and evaluated</li> <li>· Assess suppliers' and the bank's product specifications against customer requirements</li> <li>· Manage test activities by liaising with relevant parties concerned</li> <li>· Supervise relevant staff in carrying out quality tests and check the test results</li> </ul> |
|   |                            | 6.3   | Analyze testing results and provide recommendations                     | Be able to: <ul style="list-style-type: none"> <li>· Evaluate test scripts and analyze the results and defects records to validate checking measures</li> <li>· Identify areas for improvement after analyzing the results and defects records in order to improve the compliance with quality standards</li> <li>· Investigate the causes of the defects and provide recommendations on improvement measures</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Formulation of different kinds of tests to measure the quality of products and services in an accurate and efficient manner. The tests should be tailored to the performance criteria or quality standards of different products and services</li> <li>(ii) Provision of recommendations to improve compliance with quality standards based on analysis on the testing results and defects records</li> </ol> |   |   |
| <b>8</b>  | <b>Remarks</b>             |   |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Continuous Process Improvement |                            |   |  |   |
|--|----------------------------|---|--|---|
| 1  | <b>Title</b>               | Identify areas required for quality enhancement   |  |   |
| 2  | <b>Code</b>                | BRQMQUI501A   |  |   |
| 3  | <b>Range</b>               | Identify areas which require quality enhancement. This applies to different processes and functions of the bank   |  |   |
| 4  | <b>Level</b>               | 5   |  |   |
| 5  | <b>Credit</b>              | 4   |  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|  |                            | 6.1   | Analyze existing operations in different units of the bank | Be able to: <ul style="list-style-type: none"> <li>· Assist business and operations units in analyzing operational systems, management processes, projects, methods, procedures and usual practices by discussing relevant information with affected parties</li> </ul> |
|  |                            | 6.2   | Identify areas which require process improvement           | Be able to: <ul style="list-style-type: none"> <li>· Consult different team members to identify, analyze and propose root causes of operational problems</li> <li>· Define and prioritize operations problems ; and identify needs in process improvement</li> </ul>    |
|  |                            | 6.3   | Exhibit professionalism                                    | Be able to: <ul style="list-style-type: none"> <li>· Display energy and enthusiasm in approaching continuous quality enhancement and look for improvement opportunities proactively</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Identification of gaps in the existing quality management system based on analysis of information and data from different sources |  |   |
| 8  | <b>Remarks</b>             |   |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Continuous Process Improvement</b> |                            |   |
|---|----------------------------|---|
| <b>1</b>  | <b>Title</b>               | Design measures to improve existing processes   |
| <b>2</b>  | <b>Code</b>                | BRMQI502A   |
| <b>3</b>  | <b>Range</b>               | Design measures to improve existing processes. This applies to processes in different job functions within the bank   |
| <b>4</b>  | <b>Level</b>               | 5   |
| <b>5</b>  | <b>Credit</b>              | 4   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Direct process improvement initiatives in the departments / units<br><br>Be able to:<br>· Develop effective ways of involving employees to form quality improvement teams<br>· Direct quality improvement meetings and facilitate teams to define issues, identify priorities and develop timelines to ensure that all necessary tasks are observed   |
|   |                            | 6.2 Analyze current operations and identify improvement areas<br><br>Be able to:<br>· Identify problems by applying appropriate analytical methods such as cause analysis, control charts, work distribution charts, flow charts and movement studies in order to analyze current systems and process, identify problems, find out the root causes and assess the need for change<br>· Identify redundancies, unnecessary or wasteful procedures; improper methods; or other procedural problems in order to develop plans for creating new operational systems |
|   |                            | 6.3 Develop methods to improve the existing process<br><br>Be able to:<br>· Evaluate comprehensive information and quality management techniques to design solutions for existing operational problems<br>· Design innovative methods that increase overall effectiveness of the bank services  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Suggestions to improve the existing processes. The suggestions should be based on analysis on existing problems and means to improve effectiveness  |
| <b>8</b>  | <b>Remarks</b>             |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Continuous Process Improvement |                            |   |  |   |
|--|----------------------------|---|--|---|
| 1  | <b>Title</b>               | Implement the process improvement plan  |  |   |
| 2  | <b>Code</b>                | BRQMQUI401A   |  |   |
| 3  | <b>Range</b>               | Execute the process improvement plan. This applies to process reengineering of different kinds  |  |   |
| 4  | <b>Level</b>               | 4   |  |   |
| 5  | <b>Credit</b>              | 3   |  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |   |
|  |                            | 6.1   | Implement corrective actions as proposed in the improvement plan | Be able to: <ul style="list-style-type: none"> <li>· Implement corrective actions to tackle deviations spotted via internal audit or regulatory inspection according to the stated plan</li> <li>· Introduce new workflows and templates for continuous workflow improvement</li> <li>· Maintain regular communication with staff and process owners to provide advice on the revised process operations</li> </ul> |
|  |                            | 6.2   | Modify the implementation plan when necessary                    | Be able to: <ul style="list-style-type: none"> <li>· Ensure smooth operations of the improvement plan through analyzing relevant data and statistical reports</li> <li>· Spot problems in operational efficiency and assess accuracy of the implemented changes and carry out appropriate remedial actions</li> </ul>   |
|  |                            | 6.3   | Exhibit professionalism in implementation                        | Be able to: <ul style="list-style-type: none"> <li>· Display energy and enthusiasm in approaching continuous quality enhancement and look for better ways of implementing the process improvement</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Execution of the process improvement plan. The execution should be in accordance to the stated plans. Moreover, appropriate measures should be carried out during the course in order to ensure a smooth implementation |  |   |
| 8  | <b>Remarks</b>             |   |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Continuous Process Improvement |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Prepare accurate and appropriate reports on process improvement evaluation  |  |
| 2  | <b>Code</b>                | BRQMQUI402A   |  |
| 3  | <b>Range</b>               | Prepare different types of document and presentations to report results and findings in process improvement. This applies to reports to different parties which include: management, line managers, stockholders, employees, etc.   |  |
| 4  | <b>Level</b>               | 4   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Organize information on process improvement evaluation  | Be able to: <ul style="list-style-type: none"> <li>Identify information required for different types of reports and compile the data independently</li> <li>Check to ensure accuracy and timeliness of the data</li> </ul>   |
|  |                            | 6.2 Compile different types of reports as requested by different parties  | Be able to: <ul style="list-style-type: none"> <li>Produce reports to management to provide information about bank-wide process performance</li> <li>Prepare technical and management system reports for performance evaluation of particular process improvement programs</li> <li>Prepare audit report to support relevant business or operations units to finalize the audit response within required period</li> </ul> |
|  |                            | 6.3 Demonstrate professionalism in compiling reports  | Be able to: <ul style="list-style-type: none"> <li>Take steps to ensure all reports and documents are created in the format conformed to the bank's standards and policies</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Generation of different kinds of reports and ensure accuracy and timeliness of the data. The format and details of reports should be tailored to the needs and requirements of different parties</li> </ul> |  |
| 8  | <b>Remarks</b>             |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 7. Quality Management &gt; Customer Experience Management</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Identify measures to improve customer experience   |  |
| <b>2</b>  | <b>Code</b>                | BRQMQE501A   |  |
| <b>3</b>  | <b>Range</b>               | Identify measures to improve customer experience. This applies to different kinds of operations and customer regardless of the segments which they belong to   |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Identify high risk areas in existing customer experience cycle   | Be able to: <ul style="list-style-type: none"> <li>· Identify areas of high risk and assess risk factors in all aspects of retail banking operations which can affect customer experience</li> <li>· Review areas of risk and investigate identified issues to identify root causes of the problems</li> <li>· Analyze root causes of negative customer responses and proactively identify methods to address them and improve service delivery processes</li> </ul>       |
|   |                            | 6.2 Develop measures to improve customer experience  | Be able to: <ul style="list-style-type: none"> <li>· Identify high impact attributes which bring delights (exceptional values) to the customers of the bank and formulate corresponding measures</li> <li>· Liaise with different parties to modify processes and procedures in relevant areas such as IT systems and operations to develop measures such as shortening turnaround time and upgrading service levels which can bring more benefits to customers</li> </ul> |
|   |                            | 6.3 Ensure compliance with related standards and regulations   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate customer service guidelines to prevent violations</li> <li>· Conduct compliance check to ensure changes are complied with the bank's policy, audit and regulatory requirements</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Suggestions of measures to tackle high risk areas identified. The suggestions should be based on analysis on high risks areas identified, customer requirements, regulation, and the results of the compliance check. etc. |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Customer Experience Management |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Develop procedures and guidelines for feedback management  |  |
| 2  | <b>Code</b>                | BRMQE502A  |  |
| 3  | <b>Range</b>               | Handle and analyze feedback received from different parties. This refers to feedback regarding different aspects of the bank's business and operations   |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Develop procedures and guidelines in handling feedback   | Be able to: <ul style="list-style-type: none"> <li>Analyze types of feedback and the effects on the bank's image in order to develop appropriate approach to handle the feedback</li> <li>Develop procedures and guidelines in handling feedback received from external parties, such as customer relationship management and customer complaint management processes</li> </ul>   |
|  |                            | 6.2 Develop education initiatives to train staff in handling feedback  | Be able to: <ul style="list-style-type: none"> <li>Analyze the functions and operations of different units to identify the training needs in handling feedback</li> <li>Establish a comprehensive database of customer feedback and the appropriate ways in handling</li> <li>Design learning solutions to develop expertise and professional skills in handling verbal and written complaints in order to ensure prompt response and effective service recovery actions are taken</li> <li>Develop guidelines in complaint handling with respect to quality and technical issues</li> </ul> |
|  |                            | 6.3 Design response to feedback which have huge impacts on the bank's image  | Be able to: <ul style="list-style-type: none"> <li>Provide pro-active and responsive service to handle customers' grievances on large-scale incidents and resolving them quickly to the customer's satisfaction</li> <li>Manage open criticism from media, regulatory bodies, pressure groups, etc. and minimize any risks in operation, reputation and/or public relations</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of procedures and guidelines in handling feedback after analyzing the impacts of feedback on the bank's images</li> <li>Provision of relevant materials or activities (e.g. procedures, guidelines and training etc.) to assist staff in handling complaints after analyzing their training needs in handling feedback</li> <li>Handling negative feedback which may have big impacts on the bank's image</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Customer Experience Management |   |  |     |  |   |     |  |  |     |   |  |
|--|---|--|-----|--|---|-----|--|--|-----|---|--|
| 1  | <b>Title</b>  | Conduct research on digital and non-digital customer experience  |     |  |   |     |  |  |     |   |  |
| 2  | <b>Code</b>   | TBD  |     |  |   |     |  |  |     |   |  |
| 3  | <b>Range</b>  | Evaluate the level of service quality and customer satisfaction level at the bank and recommend ways of improving service quality to management  |     |  |   |     |  |  |     |   |  |
| 4  | <b>Level</b>  | 5  |     |  |   |     |  |  |     |   |  |
| 5  | <b>Credit</b>   | 4  |     |  |   |     |  |  |     |   |  |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Is Knowledgeable in planning and implementing digital customer experience research</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development in the industry and possess comprehensive knowledge in designing digital customer experience research</li> <li>· Set research objectives and define clearly the customer experience problem statements</li> <li>· Construct a research plan to help align the bank's service delivery models and technology investment with customers pressing needs</li> <li>· Examine how the bank goes about the marketing of the bank services and determine how customers service influence customers retention rates</li> <li>· Take a user-centered approach to understand the needs and behaviours of customers at different service channels and fill in the experience gaps identified by offering solutions to tied in with customer needs in a disciplined manner</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Deliver improved measures and promote new features</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Register, install and educate customers to use mobile functionality to strengthen product origination process</li> <li>· Allow real-time processing in different channels to ensure that customers are instantly able to view account updates and use digital banking functions on-line more effectively; and bank staff can tailor product offerings to customer needs in real time in order to bring about significant improvements in customer experience</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop long term strategies and road map for continuous customer digital experiences</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Improve the speed with which the bank can respond to customers and tailor the customer experience to individual needs through an integrated channel experience and real-time processing</li> <li>· Develop strategies, road map, and practice for improving the success of customer digital and non-digital experiences based on research findings; update reports and reviews periodically for continued relevance and accuracy</li> <li>· Manage customer data in a scientific and objective manner professionally; maintain security and confidentiality and based on that to formulate long term strategies and road map for customer experience enhancement</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Is Knowledgeable in planning and implementing digital customer experience research | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development in the industry and possess comprehensive knowledge in designing digital customer experience research</li> <li>· Set research objectives and define clearly the customer experience problem statements</li> <li>· Construct a research plan to help align the bank's service delivery models and technology investment with customers pressing needs</li> <li>· Examine how the bank goes about the marketing of the bank services and determine how customers service influence customers retention rates</li> <li>· Take a user-centered approach to understand the needs and behaviours of customers at different service channels and fill in the experience gaps identified by offering solutions to tied in with customer needs in a disciplined manner</li> </ul> | 6.2 | Deliver improved measures and promote new features | Be able to: <ul style="list-style-type: none"> <li>· Register, install and educate customers to use mobile functionality to strengthen product origination process</li> <li>· Allow real-time processing in different channels to ensure that customers are instantly able to view account updates and use digital banking functions on-line more effectively; and bank staff can tailor product offerings to customer needs in real time in order to bring about significant improvements in customer experience</li> </ul> | 6.3 | Develop long term strategies and road map for continuous customer digital experiences | Be able to: <ul style="list-style-type: none"> <li>· Improve the speed with which the bank can respond to customers and tailor the customer experience to individual needs through an integrated channel experience and real-time processing</li> <li>· Develop strategies, road map, and practice for improving the success of customer digital and non-digital experiences based on research findings; update reports and reviews periodically for continued relevance and accuracy</li> <li>· Manage customer data in a scientific and objective manner professionally; maintain security and confidentiality and based on that to formulate long term strategies and road map for customer experience enhancement</li> </ul> |
| 6.1  | Is Knowledgeable in planning and implementing digital customer experience research    | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the digital banking development in the industry and possess comprehensive knowledge in designing digital customer experience research</li> <li>· Set research objectives and define clearly the customer experience problem statements</li> <li>· Construct a research plan to help align the bank's service delivery models and technology investment with customers pressing needs</li> <li>· Examine how the bank goes about the marketing of the bank services and determine how customers service influence customers retention rates</li> <li>· Take a user-centered approach to understand the needs and behaviours of customers at different service channels and fill in the experience gaps identified by offering solutions to tied in with customer needs in a disciplined manner</li> </ul>  |     |  |   |     |  |  |     |   |  |
| 6.2  | Deliver improved measures and promote new features                                    | Be able to: <ul style="list-style-type: none"> <li>· Register, install and educate customers to use mobile functionality to strengthen product origination process</li> <li>· Allow real-time processing in different channels to ensure that customers are instantly able to view account updates and use digital banking functions on-line more effectively; and bank staff can tailor product offerings to customer needs in real time in order to bring about significant improvements in customer experience</li> </ul>   |     |  |   |     |  |  |     |   |  |
| 6.3  | Develop long term strategies and road map for continuous customer digital experiences | Be able to: <ul style="list-style-type: none"> <li>· Improve the speed with which the bank can respond to customers and tailor the customer experience to individual needs through an integrated channel experience and real-time processing</li> <li>· Develop strategies, road map, and practice for improving the success of customer digital and non-digital experiences based on research findings; update reports and reviews periodically for continued relevance and accuracy</li> <li>· Manage customer data in a scientific and objective manner professionally; maintain security and confidentiality and based on that to formulate long term strategies and road map for customer experience enhancement</li> </ul>   |     |  |   |     |  |  |     |   |  |
| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Conduct research on customer experience periodically including branch, phone banking, ATM, internet, mobile and other digital channels; and based on the findings to develop strategies, road map, and practices for improvement; update and review with continuous effort to ensure relevance and accuracy from time to time  |     |  |   |     |  |  |     |   |  |
| 8  | <b>Remarks</b>  |  |     |  |   |     |  |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 7. Quality Management > Customer Experience Management |                                |   |
|--|--------------------------------|---|
| 1  | <b>Title</b>                   | Execute customer experience process improvement measures and controls   |
| 2  | <b>Code</b>                    | TBD   |
| 3  | <b>Range</b>                   | Employ the appropriate methods to collect accurate data for all types of customer digital and non-digital experience measures and instill modern technologies to control the effectiveness and validity of testing results  |
| 4  | <b>Level</b>                   | 5   |
| 5  | <b>Credit</b>                  | 4   |
| 6  | <b>Performance Requirement</b> |   |
|  | 6.1                            | Clarify roles and responsibilities  |
|  |                                | Be able to: <ul style="list-style-type: none"> <li>· Possess in-depth knowledge in customer experience improvement and understand individual team members' accountabilities in the exercise</li> <li>· Redesign accountabilities of different job roles in order to ensure customer-interacting staff focus on customers rather than administrative activities</li> <li>· Collect data to review the customer experience processes with an aim to clarify roles and responsibilities of different parties and to simplify customer interaction approaches of the bank</li> </ul>  |
|  | 6.2                            | Streamline processes  |
|  |                                | Be able to: <ul style="list-style-type: none"> <li>· Perform customer analytics to generate customer insights that can be applied during customer interaction to create value, i.e. bank staff clearly explain the rationale for product and process improvement recommendations</li> <li>· Conduct review exercises regularly to measure how well the customers, products, processes and staff performances stack up against the "targeted" customer benchmarks</li> <li>· Automate manual tasks through data integration and workflow; and eliminate the root cause of errors through document simplification and data validation</li> </ul>  |
|  | 6.3                            | Implement improvement measures and controls in a professional manner  |
|  |                                | Be able to: <ul style="list-style-type: none"> <li>· Strengthen the bank's ability to meet customer needs by consolidating customer information into a "single client profile" data base; hence to incorporate loyalty and lifetime value metrics, segment participation, activity history and relationship information of customers for much accurate services offering</li> <li>· Rationalize the product mix and simplify product features to meet customer demands, hence to reduce product origination cycle time, increase sales closing rates and shorten customers' purchasing decisions</li> <li>· Set customers' interest as highest priority when formulating and implementing improvement measures</li> </ul> |
| 7  | <b>Assessment Criteria</b>     | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Design and execute customer experience analytics to improve customer interaction and create values</li> <li>(ii) Rationalize the product mix and simplify product features to meet customer demand; raise transactions processing efficiency and increase sales closing rates based on the analysis findings</li> </ol>   |
| 8  | <b>Remarks</b>                 |   |



## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 8. Competency Matrix of Sales and Relationship Management |   |   |  |  |  |  |
|---|---|---|--|--|--|--|
| QF Level  | 8.1 Sales Strategy & Implementation Plan Formulation  | 8.2 Product and Service Selling   | 8.3 Sales Cycle Management   | 8.4 Sales Team Management  | 8.5 Customer Relationship Development  |  |
| 7   |   |   |  |  |  |  |
| 6   | Identify business opportunities to maximize the sales of products and services<br><br>BRSRSF601A<br>4 Credits |   |  | Perform retail banking sales forecasting<br><br>BRSRST601A<br>4 Credits                  | Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems<br><br>BRSRSR601A<br>4 Credits |  |
|   | Formulate sales strategies and targets<br><br>BRSRSF602A<br>4 Credits   |   |  |  |  |  |
| 5   | Develop sales plan and implementation details for different teams<br><br>BRSRSF501A<br>4 Credits              | Develop recommendations on bank products and services to customers<br><br>BRSRSS501A<br>4 Credits | Design sales leads generation programme<br><br>BRSRSM501A<br>4 Credits | Set sales target for sales team or individual sales staff<br><br>BRSRST501A<br>4 Credits | Develop programs or activities to maintain and intensify customer relationship<br><br>BRSRSR501A<br>4 Credits                              |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| 5 | Develop marketing and promotional programmes<br><br>BRSRSF502A<br>4 Credits   |   | Manage and coordinate the sales and promotional activities of different sales and service channels<br><br>BRSRSM502A<br>4 Credits | Perform sales coaching<br><br>BRSRST502A<br>4 Credits   | Design and implement customer profile and sales record analytics<br><br>BRSRSR503A<br>4 Credits                   |
|   | Develop guidelines in supporting online sales distribution and advisory platforms<br><br>New<br>4 Credits             |   | Track and monitor sales activities<br><br>BRSRSM504A<br>4 Credits   | Manage and evaluate sales performance<br><br>BRSRST503A<br>4 Credits  | Develop cross-border customer relationship through provision of market update information<br><br>New<br>4 Credits |
|   |   |   |   | Develop sales related competences of sales force<br><br>BRSRST504A<br>4 Credits                                 |   |
| 4 | Collect information to identify market trends and customer needs of different segments<br><br>BRSRSF401A<br>3 Credits | Perform customer needs analysis and risk profiling<br><br>BRSRSS401A<br>3 Credits | Perform sales leads management<br><br>BRSRSM401A<br>3 Credits   | Employ different approaches to disseminate latest product and market information<br><br>BRSRST401A<br>3 Credits | Handle customer enquiry<br><br>BRSRSR401A<br>3 Credits  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |   |  |   |   |
|---|--|---|--|---|---|
| 4 | Plan for implementation details of the marketing and promotional activities<br><br>BRSRSF402A<br>3 Credits | Explain recommendations on bank products and services to customers<br><br>BRSRSS402A<br>3 Credits   | Perform compliance control and monitoring functions<br><br>BRSRSM402A<br>3 Credits   | Execute regular sales planning activities<br><br>New<br>3 Credits | Deliver excellent customer service<br><br>BRQMQE401A<br>3 Credits           |
|   |  | Handle customer's objection on products and services recommendations<br><br>BRSRSS403A<br>3 Credits | Provide support to marketing and promotion activities<br><br>BRSRSM403A<br>3 Credits |   | Handle feedback and complaints from customer<br><br>BRQMQE301A<br>3 Credits |
|   |  | Gain customer commitment in buying products and services<br><br>BRSRSS404A<br>3 Credits             | Disseminate promotion materials to sales staff<br><br>BRSRSM404A<br>3 Credits        |   |   |
|   |  | Organize, review and analyze customer data to identify sales lead<br><br>BRSRSS301A<br>3 Credits    |  |   |   |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 3 |  |  | Record and report sales activities<br><br>BRSRSM301A<br>3 Credits              |  |  |
|   |  |  | Provide back office support to sales activities<br><br>BRSRSM302A<br>3 Credits |  |  |
| 2 |  |  |  |  |  |
| 1 |  |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 8. Sales and Relationship Management

| QF Level | Function / Competency   | UoC Code   | Credit | Page |
|----------|---|------------|--------|------|
| Level 6  | <b>Sales Strategy &amp; Implementation Plan Formulation</b>   |            |        |      |
|          | Identify business opportunities to maximize the sales of products and services                              | BRSRSF601A | 4      | 295  |
|          | Formulate sales strategies and targets  | BRSRSF602A | 4      | 296  |
|          | <b>Sales Team Management</b>  |            |        |      |
|          | Perform retail banking sales forecasting  | BRSRST601A | 4      | 317  |
|          | <b>Customer Relationship Development</b>  |            |        |      |
|          | Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems | BRSRSR601A | 4      | 324  |
| Level 5  | <b>Sales Strategy &amp; Implementation Plan Formulation</b>   |            |        |      |
|          | Develop sales plan and implementation details for different teams   | BRSRSF501A | 4      | 297  |
|          | Develop marketing and promotional programmes  | BRSRSF502A | 4      | 298  |
|          | Develop guidelines in supporting online sales distribution and advisory platforms                           | New        | 4      | 299  |
|          | <b>Product and Service Selling</b>  |            |        |      |
|          | Develop recommendations on bank products and services to customers  | BRSRSS501A | 4      |      |
|          | <b>Sales Cycle Management</b>   |            |        |      |
|          | Design sales leads generation programme   | BRSRSM501A | 4      | 308  |
|          | Manage and coordinate the sales and promotional activities of different sales and service channels          | BRSRSM502A | 4      | 309  |
|          | Track and monitor sales activities  | BRSRSM504A | 4      | 310  |
|          | <b>Sales Team Management</b>  |            |        |      |
|          | Set sales target for sales team or individual sales staff   | BRSRST501A | 4      | 318  |
|          | Perform sales coaching  | BRSRST502A | 4      | 319  |
|          | Manage and evaluate sales performance   | BRSRST503A | 4      | 320  |
|          | Develop sales related competences of sales force  | BRSRST504A | 4      | 321  |
|          | <b>Customer Relationship Development</b>  |            |        |      |
|          | Develop programs or activities to maintain and intensify customer relationship                              | BRSRSR501A | 4      | 325  |
|          | Design and implement customer profile and sales record analytics  | BRSRSR503A | 4      | 326  |
|          | Develop cross-border customer relationship through provision of market update information                   | New        | 4      | 327  |
| Level 4  | <b>Sales Strategy &amp; Implementation Plan Formulation</b>   |            |        |      |
|          | Collect information to identify market trends and customer needs of different segments                      | BRSRSF401A | 3      | 300  |
|          | Plan for implementation details of the marketing and promotional activities                                 | BRSRSF402A | 3      | 301  |
|          | <b>Product and Service Selling</b>  |            |        |      |
|          | Perform customer needs analysis and risk profiling  | BRSRSS401A | 3      | 303  |

|  |  |            |     |     |
|--|--|------------|-----|-----|
| Level 4  | Explain recommendations on bank products and services to customers               | BRSRSS402A | 3   | 304 |
|  | Handle customer's objection on products and services recommendations             | BRSRSS403A | 3   | 305 |
|  | Gain customer commitment in buying products and services                         | BRSRSS404A | 3   | 306 |
|  | Organize, review and analyze customer data to identify sales lead                | BRSRSS301A | 3   | 307 |
|  | <b>Sales Cycle Management</b>  |            |     |     |
|  | Perform sales leads management   | BRSRSM401A | 3   | 311 |
|  | Perform compliance control and monitoring functions                              | BRSRSM402A | 3   | 312 |
|  | Provide support to marketing and promotion activities                            | BRSRSM403A | 3   | 313 |
|  | Disseminate promotion materials to sales staff                                   | BRSRSM404A | 3   | 314 |
|  | <b>Sales Team Management</b>   |            |     |     |
|  | Employ different approaches to disseminate latest product and market information | BRSRST401A | 3   | 322 |
|  | Execute regular sales planning activities  | New        | 3   | 323 |
|  | <b>Customer Relationship Development</b>   |            |     |     |
|  | Handle customer enquiry  | BRSRSR401A | 3   | 328 |
| Deliver excellent customer service             | BRQMQE401A   | 3          | 329 |     |
| Handle feedback and complaints from customer   | BRQMQE301A   | 3          | 330 |     |
| Level 3  | <b>Sales Cycle Management</b>  |            |     |     |
|  | Record and report sales activities   | BRSRSM301A | 3   | 315 |
|  | Provide back office support to sales activities                                  | BRSRSM302A | 3   | 316 |
|  | Plan for implementation details of the marketing and promotional activities      | BRSRSF402A | 3   |     |
|  | <b>Product and Service Selling</b>   |            |     |     |
|  | Perform customer needs analysis and risk profiling                               | BRSRSS401A | 3   |     |
|  | Explain recommendations on bank products and services to customers               | BRSRSS402A | 3   |     |
|  | Handle customer's objection on products and services recommendations             | BRSRSS403A | 3   |     |
|  | Gain customer commitment in buying products and services                         | BRSRSS404A | 3   |     |
|  | Organize, review and analyze customer data to identify sales lead                | BRSRSS301A | 3   |     |
|  | <b>Sales Cycle Management</b>  |            |     |     |
|  | Perform sales leads management   | BRSRSM401A | 3   |     |
|  | Perform compliance control and monitoring functions                              | BRSRSM402A | 3   |     |
|  | Provide support to marketing and promotion activities                            | BRSRSM403A | 3   |     |
| Disseminate promotion materials to sales staff | BRSRSM404A   | 3          |     |     |

Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Identify business opportunities to maximize the sales of products and services   |   |
| 2   | <b>Code</b>                | BRSRSF601A   |   |
| 3   | <b>Range</b>               | Identify gaps in the supply and demand of different kinds of products and services offered by retail banks in the same market across various customer segments   |   |
| 4   | <b>Level</b>               | 6  |   |
| 5   | <b>Credit</b>              | 4  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Conduct research on factors which affect demand on retail banking products and services  | Be able to: <ul style="list-style-type: none"> <li>Identify factors impacting future sales potential through analyzing different information such as past sales activities and carrying out research to find out incomplete information</li> <li>Analyze the details of customer profile such as their needs and views on the products and services offered by the bank to understand the demands of different market segments</li> </ul>           |
|   |                            | 6.2 Conduct advanced analysis on supply of different products and services   | Be able to: <ul style="list-style-type: none"> <li>Conduct research on products and services provided by retail banks and other financial service providers in order to determine how well customer demands are satisfied</li> </ul>  |
|   |                            | 6.3 Identify market potential in different segments by drawing implications from different analyses  | Be able to: <ul style="list-style-type: none"> <li>Identify opportunities and forecast the profit margins and sales potential of different products and services</li> <li>Identify the most valuable products and services in different market segments</li> <li>Compare different alternatives and suggest focus of effort to realize the potential of profitable market segments or products</li> </ul>   |
|   |                            | 6.4 Assess bank's capabilities in realizing the opportunities and suggest improvement methods  | Be able to: <ul style="list-style-type: none"> <li>Outline capabilities required by individual business opportunity identified and evaluate performance of the bank in each of the areas</li> <li>Set targets for improving the effectiveness of each sales and marketing approach for different market segments; divide the task into approachable chunks and apply sustained thinking and knowledge of best practice to close the gaps</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A list of suggested business opportunities with strong rationale and solid reasoning. The suggestion should contain sufficient information to assist strategy formulation and business planning. Moreover, the suggestions should be based on complex analysis on incomplete information such as market supply, customer demands, bank capabilities and comparison of different alternatives |   |
| 8   | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Strategy &amp; Implementation Plan Formulation</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Formulate sales strategies and targets   |  |
| <b>2</b>   | <b>Code</b>                | BRSRSF602A   |  |
| <b>3</b>   | <b>Range</b>               | Formulate the bank's sales strategies and targets for different categories of products and services  |  |
| <b>4</b>   | <b>Level</b>               | 6  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1  | Conduct research on business environment of retail banking sector<br><br>Be able to: <ul style="list-style-type: none"> <li>· Conduct research on market environment, supply and demand, customer profiles, economic development, industry trends etc. to formulate suitable marketing approach</li> <li>· Consolidate findings of analyses in order to evaluate the business opportunities on the bank's products and services</li> </ul>   |
|  |                            | 6.2  | Formulate overall sales and marketing strategies<br><br>Be able to: <ul style="list-style-type: none"> <li>· Devise sale strategies with consideration to the following factors:               <ul style="list-style-type: none"> <li>- Maximizing sales</li> <li>- Promoting customer loyalty</li> <li>- Meeting the needs of different customer groups</li> <li>- Influencing customer's decision</li> </ul> </li> <li>· Generate strategic options for corporate sales strategies and select the most appropriate one according to the bank's business and operations</li> <li>· Evaluate different strategic options against both internal business targets and external benchmarks</li> <li>· Define and analyze sales structure and processes of the bank in different markets for creating a sales strategies which can lead to higher efficiency and productivity</li> </ul> |
|  |                            | 6.3  | Formulate sales targets for different markets / products<br><br>Be able to: <ul style="list-style-type: none"> <li>· Think strategically not only for the purpose of setting short and medium term sales targets but rather with a focus on long term business development goals</li> <li>· Clarify corporate objectives and set sales target in accordance to well tested forecasting mechanism</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Formulation of sales and marketing strategies of the bank with specific information on sales targets. The proposed strategies should demonstrate critical analysis of complex information and is based on evaluation of different alternatives |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |



Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation |                            |  |  |   |
|---|----------------------------|--|--|---|
| 1   | <b>Title</b>               | Develop sales plan and implementation details for different teams  |  |   |
| 2   | <b>Code</b>                | BRSRSF501A   |  |   |
| 3   | <b>Range</b>               | Develop sales plan for each individual sales team. This applies to the selling of different products and services in different targeted market segments  |  |   |
| 4   | <b>Level</b>               | 5  |  |   |
| 5   | <b>Credit</b>              | 4  |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Evaluate business goal and strategic direction of the bank                               | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the management's strategic objectives and business goals</li> <li>· Evaluate the products and services offered by the bank and estimate their contribution to the business goals</li> <li>· Translate long term vision into practical business strategic goals</li> </ul>   |
|   |                            | 6.2  | Work out the details of sale plan  | Be able to: <ul style="list-style-type: none"> <li>· Analyze past records and existing resources in order to formulate actions to achieve the assigned sales targets</li> <li>· Develop sales plan to execute the strategies adopted by the bank which covers the following details:               <ul style="list-style-type: none"> <li>- High level descriptions on how to achieve the sales targets</li> <li>- Breakdown of the high level sales plan into well conceived sales action scheme</li> <li>- Specify the responsibilities, timelines and performance measures of different parties involved</li> </ul> </li> <li>· Develop key measurements that can be used to mark the progress of sales plan to provide feedback to the sales force</li> </ul> |
|   |                            | 6.3  | Identify possible obstacles and outline contingency plans to tackle different situations | Be able to: <ul style="list-style-type: none"> <li>· Develop checking measures to anticipated obstacles in order to facilitate the effective implementation of the sales plan</li> <li>· Develop alternative solutions to sales challenges by applying a disciplined problem solving approach</li> </ul>  |
|   |                            | 6.4  | Consult sales force about the sales plan   | Be able to: <ul style="list-style-type: none"> <li>· Provide the sales force a clear tactical plan that is in alignment with the strategic objectives of the management</li> <li>· Develop proposal on sales incentive plans with liaison with relevant parties</li> <li>· Analyze the possibility and practicality of sales plan with the sales force; invite members' comments for further enhancement and assign realistic goals</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A sales plan with specific steps in meeting the sales targets and contingency plan so that both management and fellow staff can understand actions needed to be taken. The sales plan should be based on analysis on the bank's strategies and available resources, etc. |  |   |
| 8   | <b>Remarks</b>             |  |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation |   |   |     |   |   |     |   |   |     |   |  |
|---|---|---|-----|---|---|-----|---|---|-----|---|--|
| 1   | <b>Title</b>  | Develop marketing and promotional programmes  |     |   |   |     |   |   |     |   |  |
| 2   | <b>Code</b>   | BRSRSF502A  |     |   |   |     |   |   |     |   |  |
| 3   | <b>Range</b>  | Define overall marketing and promotional programmes of a particular business area. This can be applied to development of different kinds of programmes to help achieve sales targets of different products and services and in various market segments  |     |   |   |     |   |   |     |   |  |
| 4   | <b>Level</b>  | 5   |     |   |   |     |   |   |     |   |  |
| 5   | <b>Credit</b>   | 4   |     |   |   |     |   |   |     |   |  |
| 6   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Analyze characteristics of target customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze various customers segments which the bank aims to introduce/expand the sales of the promoted products and identify the target customers</li> <li>· Analyze the features of products/services offered by the bank and identify to what extent they match with the needs of target customers</li> <li>· Analyze the target customers in details by specifying their demographic characteristics, interests, consumer behavior etc. to find out what are the effective means to influence the target customers</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Design marketing and promotional campaigns for specific business area</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Establish objectives for promotional campaigns on different groups of target customers which can be aligned with the sales strategies and sales targets</li> <li>· Allocate resources appropriately among sales promotion, advertising, publicity, and sales team's personal selling to support well rounded promotion</li> <li>· Develop content, appeal, structure and format of promotional message</li> <li>· Select channels to ensure promotional messages can reach the target customers</li> <li>· Develop budget plan which involves cost breakdowns per territory and promotional mix elements, affordability, and competitive parity</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop measuring mechanism to evaluate the effectiveness of campaigns and activities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop measurement mechanism to track the results of the marketing and promotional campaign</li> <li>· Develop review process to track if pre-set objectives of the campaign are achieved and modify plans as required</li> <li>· Take appropriate actions to ensure all measurements are carried out in compliance with general banking industry practices and the bank's required standards</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Analyze characteristics of target customers | Be able to: <ul style="list-style-type: none"> <li>· Analyze various customers segments which the bank aims to introduce/expand the sales of the promoted products and identify the target customers</li> <li>· Analyze the features of products/services offered by the bank and identify to what extent they match with the needs of target customers</li> <li>· Analyze the target customers in details by specifying their demographic characteristics, interests, consumer behavior etc. to find out what are the effective means to influence the target customers</li> </ul> | 6.2 | Design marketing and promotional campaigns for specific business area | Be able to: <ul style="list-style-type: none"> <li>· Establish objectives for promotional campaigns on different groups of target customers which can be aligned with the sales strategies and sales targets</li> <li>· Allocate resources appropriately among sales promotion, advertising, publicity, and sales team's personal selling to support well rounded promotion</li> <li>· Develop content, appeal, structure and format of promotional message</li> <li>· Select channels to ensure promotional messages can reach the target customers</li> <li>· Develop budget plan which involves cost breakdowns per territory and promotional mix elements, affordability, and competitive parity</li> </ul> | 6.3 | Develop measuring mechanism to evaluate the effectiveness of campaigns and activities | Be able to: <ul style="list-style-type: none"> <li>· Develop measurement mechanism to track the results of the marketing and promotional campaign</li> <li>· Develop review process to track if pre-set objectives of the campaign are achieved and modify plans as required</li> <li>· Take appropriate actions to ensure all measurements are carried out in compliance with general banking industry practices and the bank's required standards</li> </ul> |
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| 6.3   | Develop measuring mechanism to evaluate the effectiveness of campaigns and activities | Be able to: <ul style="list-style-type: none"> <li>· Develop measurement mechanism to track the results of the marketing and promotional campaign</li> <li>· Develop review process to track if pre-set objectives of the campaign are achieved and modify plans as required</li> <li>· Take appropriate actions to ensure all measurements are carried out in compliance with general banking industry practices and the bank's required standards</li> </ul>  |     |   |   |     |   |   |     |   |  |
| 7   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Proposals of a wide range of sales and promotional campaigns in alignment with the sales strategies of the bank and specify the objectives, analyses of different methods, resources allocation, message content, channel and budget etc. The proposal should be based on analysis on customer characteristics of different segments  |     |   |   |     |   |   |     |   |  |
| 8   | <b>Remarks</b>  |   |     |   |   |     |   |   |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation |   |   |     |  |   |     |   |  |     |   |  |
|---|---|---|-----|--|---|-----|---|--|-----|---|--|
| 1   | <b>Title</b>  | Develop guidelines in supporting online sales distribution and advisory platforms   |     |  |   |     |   |  |     |   |  |
| 2   | <b>Code</b>   | TBD   |     |  |   |     |   |  |     |   |  |
| 3   | <b>Range</b>  | Develop comprehensive guidelines in supporting on-line distribution and advisory platforms of the bank which follow the guidance published by regulatory bodies. e.g. HKMA and SFC  |     |  |   |     |   |  |     |   |  |
| 4   | <b>Level</b>  | 5   |     |  |   |     |   |  |     |   |  |
| 5   | <b>Credit</b>   | 4   |     |  |   |     |   |  |     |   |  |
| 6   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Knows what information customers need hence to provide comprehensive investment information to customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Possess in-depth knowledge of managing customer required information hence to provide constructive data to arouse their interest</li> <li>· Leverage unique global insights on wealth management derived from the bank's indepth research to provide useful information to potential customers</li> <li>· Structure a compresive guidelines development plan to ensure the right tools and information is available at all online distribution and advisory platforms to help customers connect their portfolio to appropriate investment opportunities</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide investment documentation and offer personal financial needs analysis interview to customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide comprehensive documentation - including risks, charges, fees, and other disclosures at all digital distribution and advisory platforms of the bank</li> <li>· Provide accesses at all distribution and advisory platforms for customers' submission of online request of custom asset allocation strategy interview with the bank's professional advisors</li> <li>· Follow up customers' request to gain thorough understanding of their your risk tolerance, financial goals, liquidity needs and other relevant factors</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop guidelines on client on-boarding, AML and suitability requirements for online distribution and advisory platforms</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Lead co-workers to demonstrate desired values and behaviours of the bank and high standards of ethics and integrity by being honestly and thoroughly checking customers' accounts and transactions</li> <li>· Consolidate and update investment guidance by publishing certainty around client on-boarding processes and ongoing AML and suitability requirements for online platforms</li> <li>· Develop guidelines on suggested pro-forma "Investor Risk Profiling Questionnaire", "guidance on non-face-to-face on-boarding", "guidance on execution only transactions" and prescriptive guidance on good and poor practice in relation to automated adviser tools and digital platforms</li> <li>· Provide clear guidance to address KYC and customer suitability at all online distribution and advisory platforms</li> <li>· Take steps to ensure that all related staff members contribute their greatest effort in protecting and safeguarding customer information when reviewing their accounts and transactions</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Knows what information customers need hence to provide comprehensive investment information to customers | Be able to: <ul style="list-style-type: none"> <li>· Possess in-depth knowledge of managing customer required information hence to provide constructive data to arouse their interest</li> <li>· Leverage unique global insights on wealth management derived from the bank's indepth research to provide useful information to potential customers</li> <li>· Structure a compresive guidelines development plan to ensure the right tools and information is available at all online distribution and advisory platforms to help customers connect their portfolio to appropriate investment opportunities</li> </ul> | 6.2 | Provide investment documentation and offer personal financial needs analysis interview to customers | Be able to: <ul style="list-style-type: none"> <li>· Provide comprehensive documentation - including risks, charges, fees, and other disclosures at all digital distribution and advisory platforms of the bank</li> <li>· Provide accesses at all distribution and advisory platforms for customers' submission of online request of custom asset allocation strategy interview with the bank's professional advisors</li> <li>· Follow up customers' request to gain thorough understanding of their your risk tolerance, financial goals, liquidity needs and other relevant factors</li> </ul> | 6.3 | Develop guidelines on client on-boarding, AML and suitability requirements for online distribution and advisory platforms | Be able to: <ul style="list-style-type: none"> <li>· Lead co-workers to demonstrate desired values and behaviours of the bank and high standards of ethics and integrity by being honestly and thoroughly checking customers' accounts and transactions</li> <li>· Consolidate and update investment guidance by publishing certainty around client on-boarding processes and ongoing AML and suitability requirements for online platforms</li> <li>· Develop guidelines on suggested pro-forma "Investor Risk Profiling Questionnaire", "guidance on non-face-to-face on-boarding", "guidance on execution only transactions" and prescriptive guidance on good and poor practice in relation to automated adviser tools and digital platforms</li> <li>· Provide clear guidance to address KYC and customer suitability at all online distribution and advisory platforms</li> <li>· Take steps to ensure that all related staff members contribute their greatest effort in protecting and safeguarding customer information when reviewing their accounts and transactions</li> </ul> |
| 6.1   | Knows what information customers need hence to provide comprehensive investment information to customers                  | Be able to: <ul style="list-style-type: none"> <li>· Possess in-depth knowledge of managing customer required information hence to provide constructive data to arouse their interest</li> <li>· Leverage unique global insights on wealth management derived from the bank's indepth research to provide useful information to potential customers</li> <li>· Structure a compresive guidelines development plan to ensure the right tools and information is available at all online distribution and advisory platforms to help customers connect their portfolio to appropriate investment opportunities</li> </ul>   |     |  |   |     |   |  |     |   |  |
| 6.2   | Provide investment documentation and offer personal financial needs analysis interview to customers                       | Be able to: <ul style="list-style-type: none"> <li>· Provide comprehensive documentation - including risks, charges, fees, and other disclosures at all digital distribution and advisory platforms of the bank</li> <li>· Provide accesses at all distribution and advisory platforms for customers' submission of online request of custom asset allocation strategy interview with the bank's professional advisors</li> <li>· Follow up customers' request to gain thorough understanding of their your risk tolerance, financial goals, liquidity needs and other relevant factors</li> </ul>  |     |  |   |     |   |  |     |   |  |
| 6.3   | Develop guidelines on client on-boarding, AML and suitability requirements for online distribution and advisory platforms | Be able to: <ul style="list-style-type: none"> <li>· Lead co-workers to demonstrate desired values and behaviours of the bank and high standards of ethics and integrity by being honestly and thoroughly checking customers' accounts and transactions</li> <li>· Consolidate and update investment guidance by publishing certainty around client on-boarding processes and ongoing AML and suitability requirements for online platforms</li> <li>· Develop guidelines on suggested pro-forma "Investor Risk Profiling Questionnaire", "guidance on non-face-to-face on-boarding", "guidance on execution only transactions" and prescriptive guidance on good and poor practice in relation to automated adviser tools and digital platforms</li> <li>· Provide clear guidance to address KYC and customer suitability at all online distribution and advisory platforms</li> <li>· Take steps to ensure that all related staff members contribute their greatest effort in protecting and safeguarding customer information when reviewing their accounts and transactions</li> </ul>  |     |  |   |     |   |  |     |   |  |
| 7   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Develop guidelines in supporting e-platforms of the bank which follow the guidance issued by the regulators to provide certainty around client on-boarding processes and ongoing AML and suitability requirements   |     |  |   |     |   |  |     |   |  |
| 8   | <b>Remarks</b>  |   |     |  |   |     |   |  |     |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Strategy &amp; Implementation Plan Formulation</b> |                            |  |   |   |
|--|----------------------------|--|---|---|
| <b>1</b>   | <b>Title</b>               | Collect information to identify market trends and customer needs of different segments   |   |   |
| <b>2</b>   | <b>Code</b>                | BRSRSF401A   |   |   |
| <b>3</b>   | <b>Range</b>               | Collect information on market supply and customer demand for the products and services provided by retail banks in the same geographical location  |   |   |
| <b>4</b>   | <b>Level</b>               | 4  |   |   |
| <b>5</b>   | <b>Credit</b>              | 3  |   |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|  |                            | 6.1  | Understand how to conduct market research in retail banking sector                            | Be able to: <ul style="list-style-type: none"> <li>· Summarize the features of products and services provided by different banks and the competitive landscape in the retail banking sector so as to understand the focus of research programs</li> <li>· Apply the techniques in data collection to different situations in order to gather a comprehensive range of accurate and timely information on market supply and customer demand</li> </ul>   |
|  |                            | 6.2  | Collect necessary information in different situations according to research plans established | Be able to: <ul style="list-style-type: none"> <li>· Manage market research project, find existing information resources and survey customers to acquire critical market intelligence by providing an independent perspective</li> <li>· Obtain fore-knowledge of competitors strategies and how they are implementing their plans to assist management to predict future challenges and safeguard own business</li> <li>· Measure marketing effectiveness and compare results with the range of returns achieved by others who are operating in similar product markets</li> </ul> |
|  |                            | 6.3  | Consolidate, analyse collected data and report findings                                       | Be able to: <ul style="list-style-type: none"> <li>· Step through a structured process for the consolidation of information</li> <li>· Analyse collected data by employing structured methodologies</li> <li>· Report the information analysis and forecast for strategic planning</li> </ul>   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A report or presentation of collected data which cover critical factors on market demand and supply. The data should be accurate, timely and presented in an organized format which is easy to read and understand |   |   |
| <b>8</b>   | <b>Remarks</b>             |  |   |   |

Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Strategy & Implementation Plan Formulation |                            |  |  |   |
|---|----------------------------|--|--|---|
| 1   | <b>Title</b>               | Plan for implementation details of the marketing and promotional activities  |  |   |
| 2   | <b>Code</b>                | BRSRSF402A   |  |   |
| 3   | <b>Range</b>               | Plan for implementation details of individual marketing and promotional activity of a particular business area. This applies to different kinds of activities for different target groups  |  |   |
| 4   | <b>Level</b>               | 4  |  |   |
| 5   | <b>Credit</b>              | 3  |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Understand the marketing and promotional activity      | Be able to: <ul style="list-style-type: none"> <li>· Gather and organize information related to target customers of the marketing and promotional activity by specifying their demographic characteristics, interests, consumer behavior etc.</li> <li>· Understand the rationale and objectives of the marketing and promotional activity so as to recommend implementation details to achieve the objectives</li> </ul>   |
|   |                            | 6.2  | Work out implementation details of individual activity | Be able to: <ul style="list-style-type: none"> <li>· Understand the features of products/services offered by the bank in order to design a suitable implementation method</li> <li>· Work out implementation details by specifying the process flow, timeline and person-in-charge to fulfill the stated objectives</li> <li>· Develop the on-site resource plan to ensure adequate manpower and equipment in different posts during activity</li> <li>· Take up the coordination work to liaise with different parties, e.g. advertising agency, PR agency, property management firm, printing house to put the implementation details into practice</li> <li>· Anticipate potential setbacks during the implementation and come up with contingency plans to tackle the problems</li> </ul> |
|   |                            | 6.3  | Monitor the execution of the implementation plan       | Be able to: <ul style="list-style-type: none"> <li>· Monitor the application of promotional messages in different channels to ensure consistency and carry out remedial actions when necessary</li> <li>· Monitor expenditure according to the budget plan and make necessary adjustment in order to ensure expenditure is within budget</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) An implementation plan and monitoring measures of marketing and promotional activity which outlines specific steps in meeting the objectives. The plan should be formulated according to the target groups, activity objectives, activity design and available resources, etc.</li> <li>(ii). Monitoring of the implementation and take necessary actions in order to ensure compliance with the stated objectives and plan</li> </ul> |  |   |
| 8   | <b>Remarks</b>             |  |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Product and Service Selling |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Develop recommendations on bank products and services to customers  |   |
| 2  | <b>Code</b>                | BRSRSS501A  |   |
| 3  | <b>Range</b>               | Identify suitable products and services to customers based on the results of needs analysis and risk profiling. This can apply to products and services in investment, insurance, loan and cards regardless of the amount or market segments  |   |
| 4  | <b>Level</b>               | 4   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Analyze financial needs and risks appetite of customers   | Be able to: <ul style="list-style-type: none"> <li>Analyze customer information such as their financial needs and investment preferences, risk bearing ability, protection requirements and expected return rates on investment so as to identify suitable products and services</li> <li>Evaluate the financial needs of customers and their risk appetite against the features of different products and services in order to identify the most suitable solutions to their needs</li> </ul>  |
|  |                            | 6.2 Identify suitable products and services based on the analyses   | Be able to: <ul style="list-style-type: none"> <li>Develop a profile of product prospects with consideration of the risk acceptance level of individual customer</li> <li>Develop financial planning recommendations with experts or product specialists if necessary to match sophisticated customers needs</li> <li>Evaluate alternative financial product packages based on knowledge of bank products, cost and benefit analysis and genuine customer needs</li> <li>Analyze customer's risk in investment portfolio on a regular basis and advice suitable products and services to balance the risks</li> </ul> |
|  |                            | 6.3 Demonstrate professionalism in providing recommendations  | Be able to: <ul style="list-style-type: none"> <li>Recognize customers interests as highest priority and make recommendations according to their genuine needs</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Recommendation on products and services. The recommendation should outline how the products and services can match with the needs and risks acceptance of customers. A comparison with other product alternatives is also provided to support the recommendation</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Product and Service Selling |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Perform customer needs analysis and risk profiling   |  |
| 2  | <b>Code</b>                | BRSRSS401A   |  |
| 3  | <b>Range</b>               | Conduct assessment on customer's financial needs and risk appetite. This can apply to products and services in investment, insurance, loan and cards regardless of the amount or market segments   |  |
| 4  | <b>Level</b>               | 4  |  |
| 5  | <b>Credit</b>              | 3  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Understand processes of needs analysis and risk profiling  | Be able to: <ul style="list-style-type: none"> <li>Understand the objectives of needs analysis and risk profiling so as to identify what kinds of information is needed to be collected</li> <li>Understand the reasons for collecting different kinds of information of customers to facilitate the information collection process</li> </ul>   |
|  |                            | 6.2 Collect information from customers   | Be able to: <ul style="list-style-type: none"> <li>Employ different communication skills according to the situations and communication styles of different customers</li> <li>Use effective questioning techniques to capture useful information to determine customer's financial needs and risk profile. Information collected should include: <ul style="list-style-type: none"> <li>- Risk appetite</li> <li>- Investment experience</li> <li>- Investment objective and horizon</li> <li>- Assets allocation</li> </ul> </li> <li>Provide valid reasons to ask sensitive questions</li> <li>Collect related documents and other sensible evidence to support customer needs assessment</li> </ul> |
|  |                            | 6.3 Identify the financial needs and risk appetite of customers according to the criteria set by the bank  | Be able to: <ul style="list-style-type: none"> <li>Investigate customer needs by using bank's guidelines and sound judgment; checking his/her understanding with clients</li> <li>Conduct risk profiling and analyze the results according to bank's guidelines</li> </ul>   |
|  |                            | 6.4 Present results of the analyses according to bank's specifications   | Be able to: <ul style="list-style-type: none"> <li>Present the risk disclosure statement to customer in accordance with their results on risk assessment and asset allocation</li> <li>Compile customer information collected to outline the financial needs and investment preferences, risk bearing ability, protection requirements and expected return rates on investment and present the information to suitable parties</li> </ul>  |
|  |                            | 6.5 Protect customer data in a professional manner   | Be able to: <ul style="list-style-type: none"> <li>Adhere strictly to the bank's privacy policies and practices, such as not disclosing any customer account information to any third parties, except it is requested by legal authorities through proper official channels</li> <li>Comply with the privacy ordinance and the bank's internal standards when handling different sources of customer information</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Collection of useful information and documents for needs analysis and risk profiling by employing appropriate communications and questioning skills</li> <li>Conducting needs analysis and risk profiling and analyze the results according to the bank's guidelines</li> <li>Present the analyses on customer's financial needs and risk profile to different parties according to their needs</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Product and Service Selling</b> |  |  |     |   |  |     |   |  |     |  |  |
|---|--|--|-----|---|--|-----|---|--|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Explain recommendations on bank products and services to customers   |     |   |  |     |   |  |     |  |  |
| <b>2</b>  | <b>Code</b>  | BRSRSS402A   |     |   |  |     |   |  |     |  |  |
| <b>3</b>  | <b>Range</b>   | Explain the recommends on bank products and services to individual customers in different channels such as branch, telemarketing etc . This can apply to products and services of different kinds and customers of different segments  |     |   |  |     |   |  |     |  |  |
| <b>4</b>  | <b>Level</b>   | 4  |     |   |  |     |   |  |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 3  |     |   |  |     |   |  |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the financial needs of customers</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Understand the features of different kinds of products and services of the bank in order to recommend suitable products to customers</li> <li>· Gather critical customer information from records or conversations in order to understand the financial needs of customers</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Present recommendation according to bank's guidelines</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Present product recommendations by clearly specifying sound reasoning i.e. how features of recommended products tie in with customer needs and provide benefits</li> <li>· Check mutual understanding by probing and summarizing customer needs and explaining clearly the risks of the recommended products and services with the customers</li> <li>· Promote and cross-sell bank products and services in accordance to customer needs</li> <li>· Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Employ different communication skills to ensure customer's understanding</td> <td>                     Be able to:                     <ul style="list-style-type: none"> <li>· Communicate precisely and concisely and in a manner that matches with the interactive style of customers</li> <li>· Check customer understanding and ask for acceptance of recommendations tactfully</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the financial needs of customers | Be able to: <ul style="list-style-type: none"> <li>· Understand the features of different kinds of products and services of the bank in order to recommend suitable products to customers</li> <li>· Gather critical customer information from records or conversations in order to understand the financial needs of customers</li> </ul> | 6.2 | Present recommendation according to bank's guidelines | Be able to: <ul style="list-style-type: none"> <li>· Present product recommendations by clearly specifying sound reasoning i.e. how features of recommended products tie in with customer needs and provide benefits</li> <li>· Check mutual understanding by probing and summarizing customer needs and explaining clearly the risks of the recommended products and services with the customers</li> <li>· Promote and cross-sell bank products and services in accordance to customer needs</li> <li>· Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul> | 6.3 | Employ different communication skills to ensure customer's understanding | Be able to: <ul style="list-style-type: none"> <li>· Communicate precisely and concisely and in a manner that matches with the interactive style of customers</li> <li>· Check customer understanding and ask for acceptance of recommendations tactfully</li> </ul> |
| 6.1   | Understand the financial needs of customers                              | Be able to: <ul style="list-style-type: none"> <li>· Understand the features of different kinds of products and services of the bank in order to recommend suitable products to customers</li> <li>· Gather critical customer information from records or conversations in order to understand the financial needs of customers</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.2   | Present recommendation according to bank's guidelines                    | Be able to: <ul style="list-style-type: none"> <li>· Present product recommendations by clearly specifying sound reasoning i.e. how features of recommended products tie in with customer needs and provide benefits</li> <li>· Check mutual understanding by probing and summarizing customer needs and explaining clearly the risks of the recommended products and services with the customers</li> <li>· Promote and cross-sell bank products and services in accordance to customer needs</li> <li>· Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.3   | Employ different communication skills to ensure customer's understanding | Be able to: <ul style="list-style-type: none"> <li>· Communicate precisely and concisely and in a manner that matches with the interactive style of customers</li> <li>· Check customer understanding and ask for acceptance of recommendations tactfully</li> </ul>   |     |   |  |     |   |  |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Presentation of recommendations on products and services with detailed product descriptions and sound reasoning. The presentation should demonstrate effective communication skills which can match the different styles of customers and have to use different methods to ensure the understanding of customers   |     |   |  |     |   |  |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |  |     |   |  |     |   |  |     |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Product and Service Selling |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Handle customer's objections on products and services recommendations  |   |
| 2  | <b>Code</b>                | BRSRSS403A   |   |
| 3  | <b>Range</b>               | Handle objections of customers on products and services recommendations. This applies to different kinds of feedback and customers from different segments   |   |
| 4  | <b>Level</b>               | 4  |   |
| 5  | <b>Credit</b>              | 3  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Collect customers' opinions on the products and services recommendation  | Be able to: <ul style="list-style-type: none"> <li>Obtain customer feedback and probe if there's any concerns on the recommendations</li> <li>Listen to customer's concerns, queries, questions or objections attentively and respect his or her right to express opposite opinions</li> <li>Probe and identify the undermined genuine concerns of customers in addition to the superficial reasons of objection</li> </ul> |
|  |                            | 6.2 Reply to objection by providing solutions to the different problems raised by customers  | Be able to: <ul style="list-style-type: none"> <li>Offer solutions to the different concerns of customers and check their acceptance</li> <li>Understand the reason of objections and state suitable reasoning such as cost-price comparison among different products to support the recommendations</li> <li>Share customer's objection appropriately and check understanding of the recommendations provided</li> </ul>   |
|  |                            | 6.3 Revise products / services recommendation by judging the preferences of customers  | Be able to: <ul style="list-style-type: none"> <li>Provide alternative products / services recommendation after grasping a clearer understanding of customer's needs and concerns</li> <li>Help customer to make final decision by articulating the benefits of the products recommended</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Responses to customer's objections which can successfully solve the problems raised. The response should be customized to the different concerns of customers and provide sound logical reasoning to persuade customers</li> <li>Recommendations of alternative products according to the needs and concerns of different customers</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Product and Service Selling |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Gain customer commitment in buying products and services   |   |
| 2  | <b>Code</b>                | BRSRSS404A   |   |
| 3  | <b>Range</b>               | Close the deal for the selling of products and services of any kind  |   |
| 4  | <b>Level</b>               | 4  |   |
| 5  | <b>Credit</b>              | 3  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Read the signal of customers to determine the pace of proceeding   | Be able to: <ul style="list-style-type: none"> <li>· Identify buying signals of customers during the interaction and adjust the pace of selling accordingly</li> <li>· Watch out for customer's emotions behind the words to prevent from initiating the closing of the deal when he/she is in a negative emotional state</li> <li>· Ask permission to proceed on closing the deal and observe customer's response to determine if the sales process is on the right track</li> </ul> |
|  |                            | 6.2 Close the deal by using a variety of persuasion skills appropriate in different situations   | Be able to: <ul style="list-style-type: none"> <li>· Conduct incremental closing to engage customer commitment to recommended products</li> <li>· Close the deals by using a variety of persuasion techniques in appropriate time</li> <li>· Ask for commitment to obtain/provide more relevant information or agree on a time for next meeting as intermediate goals and closure to move the sale forward if immediate closing is deemed to be inappropriate</li> </ul>              |
|  |                            | 6.3 Understand bank guidelines and comply to the requirements  | Be able to: <ul style="list-style-type: none"> <li>· Use selling approaches which are consistent with bank's guidelines and general professional ethics of the industry in order to prevent complaints from customers</li> <li>· Understand and act in accordance to the principle that all sales are initiated for the benefits of the bank and customers; only products or services genuinely tied in with customer's needs are recommended</li> </ul>                              |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Commitment obtained from customers in buying products and services from the bank. Effective persuasion skills should be displayed according to the different emotions identified and buying intentions of customers</li> <li>(ii) Compliance to regulatory requirements and code of conduct so that minimal number of complaints from customers is raised</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 8. Sales and Relationship Management &gt; Product and Service Selling</b> |   |  |     |   |   |     |                               |  |     |  |  |     |  |   |
|---|---|--|-----|---|---|-----|-------------------------------|--|-----|--|--|-----|--|---|
| <b>1</b>  | <b>Title</b>  | Organize, review and analyse customer data to identify sales lead  |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>2</b>  | <b>Code</b>   | BRSRSS301A   |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>3</b>  | <b>Range</b>  | Organize, review and analyse record of all existing and potential customers possessed by individual sales team. This covers information related to sales and marketing activities such as contact details, transaction history and service record  |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>4</b>  | <b>Level</b>  | 4  |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>5</b>  | <b>Credit</b>   | 3  |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand guidelines in organizing and reviewing customer data</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Understand the bank's guidelines in organizing and reviewing customer data in order to handle the job independently</li> <li>Understand the bank's guidelines in identifying sales leads in order to execute the task independently</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Organize customer information</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Organize existing account information and intelligence from different sources to identify prospects for sales call</li> <li>Find new business contacts by leveraging existing customer contacts</li> <li>Record customer inquires or information obtained through different contact means in order to gather more information about each particular customer</li> <li>Record customer intelligence of different varieties into database to compile a comprehensive profile for each customer</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Review customer database to locate sales leads</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Qualify customer leads by applying the well defined standards adopted by the bank</li> <li>Compile a list of customer leads which include key information related to the customers</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Protect customer data in a professional manner</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Comply to the privacy ordinance and the bank's internal standard when handling different sources of customer information</li> <li>Prevent leakage of customer data throughout the whole process of recording, storing and retrieving</li> <li>Respect customers' privacy and take all necessary actions to safeguard their personal and account information</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand guidelines in organizing and reviewing customer data | Be able to: <ul style="list-style-type: none"> <li>Understand the bank's guidelines in organizing and reviewing customer data in order to handle the job independently</li> <li>Understand the bank's guidelines in identifying sales leads in order to execute the task independently</li> </ul> | 6.2 | Organize customer information | Be able to: <ul style="list-style-type: none"> <li>Organize existing account information and intelligence from different sources to identify prospects for sales call</li> <li>Find new business contacts by leveraging existing customer contacts</li> <li>Record customer inquires or information obtained through different contact means in order to gather more information about each particular customer</li> <li>Record customer intelligence of different varieties into database to compile a comprehensive profile for each customer</li> </ul> | 6.3 | Review customer database to locate sales leads | Be able to: <ul style="list-style-type: none"> <li>Qualify customer leads by applying the well defined standards adopted by the bank</li> <li>Compile a list of customer leads which include key information related to the customers</li> </ul> | 6.4 | Protect customer data in a professional manner | Be able to: <ul style="list-style-type: none"> <li>Comply to the privacy ordinance and the bank's internal standard when handling different sources of customer information</li> <li>Prevent leakage of customer data throughout the whole process of recording, storing and retrieving</li> <li>Respect customers' privacy and take all necessary actions to safeguard their personal and account information</li> </ul> |
| 6.1   | Understand guidelines in organizing and reviewing customer data | Be able to: <ul style="list-style-type: none"> <li>Understand the bank's guidelines in organizing and reviewing customer data in order to handle the job independently</li> <li>Understand the bank's guidelines in identifying sales leads in order to execute the task independently</li> </ul>  |     |   |   |     |                               |  |     |  |  |     |  |   |
| 6.2   | Organize customer information                                   | Be able to: <ul style="list-style-type: none"> <li>Organize existing account information and intelligence from different sources to identify prospects for sales call</li> <li>Find new business contacts by leveraging existing customer contacts</li> <li>Record customer inquires or information obtained through different contact means in order to gather more information about each particular customer</li> <li>Record customer intelligence of different varieties into database to compile a comprehensive profile for each customer</li> </ul>   |     |   |   |     |                               |  |     |  |  |     |  |   |
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| <b>7</b>  | <b>Assessment Criteria</b>                                      | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>A list of potential customers for conducting sales calls. The list should contain accurate contact details of individual prospect</li> <li>Organizing and reviewing customer's data independently by following the bank's guidelines and compliance requirements</li> </ol>  |     |   |   |     |                               |  |     |  |  |     |  |   |
| <b>8</b>  | <b>Remarks</b>  |  |     |   |   |     |                               |  |     |  |  |     |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Cycle Management |                            |   |   |   |
|---|----------------------------|---|---|---|
| 1   | <b>Title</b>               | Design sales leads generation programme   |   |   |
| 2   | <b>Code</b>                | BRSRSM501A  |   |   |
| 3   | <b>Range</b>               | Design sales lead generation programmes for a specific business area in order to explore new customers for selling products and services in both the mass market segment and up-scale customer segment  |   |   |
| 4   | <b>Level</b>               | 5   |   |   |
| 5   | <b>Credit</b>              | 4   |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Have specialized knowledge in the theories, principles and methods in sales lead generation | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the different mechanisms of generating customer leads and estimate resource requirement in order to choose the most appropriate approach for the bank</li> <li>· Evaluate common approaches in generating sales leads and their effectiveness under different contexts</li> <li>· Evaluate the features of products/services offered by the bank in order to identify suitable methods in generating sales lead</li> <li>· Evaluate regulations related to sales activities and identify its implication on sales lead generation</li> </ul>  |
|   |                            | 6.2   | Design sales leads generation programmes  | Be able to: <ul style="list-style-type: none"> <li>· Design programmes to generate sales leads according to the bank's business objectives, characteristics of target groups and available resources, etc.</li> <li>· Develop the objectives, target groups, budget and implementation details of each leads generating programme</li> <li>· Design leads generation process including demand generation; sales lead management; inquiry handling; documentary fulfillment; nurturing of prospects; identifying qualified sales; and sales closure by tracking results</li> </ul>   |
|   |                            | 6.3   | Develop supporting measures to facilitate sales leads generation                            | Be able to: <ul style="list-style-type: none"> <li>· Design customization tools to qualify and score leads based on the unique business requirements of different sales channels or product features</li> <li>· Develop support structures to ensure immediate follow-through actions are taken to address the business opportunities</li> <li>· Design mechanism to measure conversion rates, fluctuations in lead generation results and other relevant data</li> <li>· Design mechanism to monitor sales teams in designing, developing, and implementing their inquiry handling, response management and business-to-business sales leads management process</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design of sales lead generation programmes and monitoring measures based on specialized knowledge and analysis on the bank's business objectives and characteristics of target groups, etc. |   |   |
| 8   | <b>Remarks</b>             |   |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Cycle Management</b> |  |   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
|--|--|---|-----|--|---|-----|---|--|-----|--|--|-----|---|---|-----|--|---|
| <b>1</b>   | <b>Title</b>   | Manage and coordinate the sales and promotional activities of different sales and service channels  |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>2</b>   | <b>Code</b>  | BRSRSM502A  |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>3</b>   | <b>Range</b>   | Liaise with different channels such as bank branches, internet banking, card centers and call centers when designing and implementing sales or promotion activities. This can apply to activities in different formats and for different target customer groups   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>4</b>   | <b>Level</b>   | 5   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>5</b>   | <b>Credit</b>  | 4   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the characteristics of different sales and service channels</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Evaluate the capacity and functionalities of different sales and services delivery channels in order to design sales or promotion activities</li> <li>Evaluate the strengths and limitations of different sales and service delivery channels in launching different sales related programs and choose the channels which can match with the products/services to be promoted</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Set annual sales targets for each channel</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Analyze the financial behaviors and needs of bank customers, including the utilization record of different channels, segmentation data, demographics, survey research and modeling etc.</li> <li>Analyze the sales plans of the bank and assign appropriate responsibilities and goals to different sales and service delivery channels in accordance to their characteristics and nature of different products and services</li> <li>Develop business and performance targets of different sales and service channels in order to enhance the sales performance of different channels</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Design sales and promotion activities for different channels</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>Assist the design and implementation of new channel programs and product introduction programs</li> <li>Formulate plan to strengthen targeted marketing strategies and deepen customers and prospect relationships based on the financial behavior of customers</li> <li>Liaise and determine levels of support required by different channels in each of the sales and promotion activities</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Identify 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| 6.2  | Set annual sales targets for each channel                                      | Be able to: <ul style="list-style-type: none"> <li>Analyze the financial behaviors and needs of bank customers, including the utilization record of different channels, segmentation data, demographics, survey research and modeling etc.</li> <li>Analyze the sales plans of the bank and assign appropriate responsibilities and goals to different sales and service delivery channels in accordance to their characteristics and nature of different products and services</li> <li>Develop business and performance targets of different sales and service channels in order to enhance the sales performance of different channels</li> </ul>  |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| 6.3  | Design sales and promotion activities for different channels                   | Be able to: <ul style="list-style-type: none"> <li>Assist the design and implementation of new channel programs and product introduction programs</li> <li>Formulate plan to strengthen targeted marketing strategies and deepen customers and prospect relationships based on the financial behavior of customers</li> <li>Liaise and determine levels of support required by different channels in each of the sales and promotion activities</li> </ul>  |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) The design of sales and promotional plans, which includes: annual sales targets, sales and promotional activities, resources allocation and evaluation tools for different sales and services channels. The design should be based on analysis on the characteristics and functions of different channels   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |
| <b>8</b>   | <b>Remarks</b>   |   |     |  |   |     |   |  |     |  |  |     |   |   |     |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Cycle Management</b> |  |   |     |   |  |     |  |   |     |   |  |
|--|--|---|-----|---|--|-----|--|---|-----|---|--|
| <b>1</b>   | <b>Title</b>   | Track and monitor sales activities  |     |   |  |     |  |   |     |   |  |
| <b>2</b>   | <b>Code</b>  | BRSRSM504A  |     |   |  |     |  |   |     |   |  |
| <b>3</b>   | <b>Range</b>   | Track and monitor sales activities in every step of the entire sales cycle by tracking and analyzing records which include but not limited to information of customers, products and transactions. This applies to the sales of products and services of any kind and of different volume   |     |   |  |     |  |   |     |   |  |
| <b>4</b>   | <b>Level</b>   | 5   |     |   |  |     |  |   |     |   |  |
| <b>5</b>   | <b>Credit</b>  | 4   |     |   |  |     |  |   |     |   |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Analyze factors critical to sales performance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate the sales cycle and outline information needed to be tracked for the purpose of facilitating sales activities</li> <li>· Master up-to-date knowledge of sales tracking in retail banking sector and apply the knowledge to evaluate the strengths and weaknesses of different methods</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Build tracking system to ensure critical information for monitoring sales activities are collected</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Build tracking systems that link between internal information and marketplace to provide insight into bank customers' purchasing behavior and preferences; hence to improve opportunities in increasing customer profitability and improving customer loyalty</li> <li>· Take part in setting up and manage multi-channel sales tracking systems which cover important information to facilitate sales activities</li> <li>· Design suitable methods to collect or capture relevant data in the sales cycle by using specialized knowledge in selling retail banking products</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Monitor sales activities and give immediate advice in selling</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Manage, track and analyze both special sales campaigns and ordinary sales figure of individual products</li> <li>· Provide advice as and when required when follow through the progress of a sale at each step of the cycle from lead to opportunity to final sale</li> <li>· Make ad hoc changes in sales modes and vehicles after analyzing the tracking data</li> <li>· Evaluate and fine tune the sales program or promotional activities by using strategic and up-to-date data collected from the tracking</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Analyze factors critical to sales performance | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the sales cycle and outline information needed to be tracked for the purpose of facilitating sales activities</li> <li>· Master up-to-date knowledge of sales tracking in retail banking sector and apply the knowledge to evaluate the strengths and weaknesses of different methods</li> </ul> | 6.2 | Build tracking system to ensure critical information for monitoring sales activities are collected | Be able to: <ul style="list-style-type: none"> <li>· Build tracking systems that link between internal information and marketplace to provide insight into bank customers' purchasing behavior and preferences; hence to improve opportunities in increasing customer profitability and improving customer loyalty</li> <li>· Take part in setting up and manage multi-channel sales tracking systems which cover important information to facilitate sales activities</li> <li>· Design suitable methods to collect or capture relevant data in the sales cycle by using specialized knowledge in selling retail banking products</li> </ul> | 6.3 | Monitor sales activities and give immediate advice in selling | Be able to: <ul style="list-style-type: none"> <li>· Manage, track and analyze both special sales campaigns and ordinary sales figure of individual products</li> <li>· Provide advice as and when required when follow through the progress of a sale at each step of the cycle from lead to opportunity to final sale</li> <li>· Make ad hoc changes in sales modes and vehicles after analyzing the tracking data</li> <li>· Evaluate and fine tune the sales program or promotional activities by using strategic and up-to-date data collected from the tracking</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Building of tracking system which covers critical information about sales activities based on analysis on the information needs on facilitating sales activities</li> <li>(ii) Monitoring of the sales activities and provide recommendations when necessary after analyzing data on sales performance</li> </ol>   |     |   |  |     |  |   |     |   |  |
| <b>8</b>   | <b>Remarks</b>   |   |     |   |  |     |  |   |     |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Cycle Management</b> |  |   |     |   |   |     |   |  |     |  |  |
|--|--|---|-----|---|---|-----|---|--|-----|--|--|
| <b>1</b>   | <b>Title</b>   | Perform sales leads management  |     |   |   |     |   |  |     |  |  |
| <b>2</b>   | <b>Code</b>  | BRSRSM401A  |     |   |   |     |   |  |     |  |  |
| <b>3</b>   | <b>Range</b>   | Follow up sales leads generated in order to sell products and services of the banks   |     |   |   |     |   |  |     |  |  |
| <b>4</b>   | <b>Level</b>   | 4   |     |   |   |     |   |  |     |  |  |
| <b>5</b>   | <b>Credit</b>  | 3   |     |   |   |     |   |  |     |  |  |
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| 6.2  | Identify business opportunities by applying different tools        | Be able to: <ul style="list-style-type: none"> <li>· Capture, manage and nurture marketing inquiries in order to obtain sufficient information about the potential customers for qualifying the sales leads</li> <li>· Use customized tools of the bank to qualify and score leads and analyze the results according to the bank's guidelines</li> </ul>  |     |   |   |     |   |  |     |  |  |
| 6.3  | Follow up selling opportunities by applying suitable selling skill | Be able to: <ul style="list-style-type: none"> <li>· Take immediate follow-through actions to address the business opportunities by applying suitable procedures as stated in the bank's guidelines</li> <li>· Turn inquiries and leads into sales through inquiry handling, response management and business-to-business sales leads management</li> <li>· Communicate with prospective customers in accordance to the bank's guidelines and professional ethics</li> </ul>  |     |   |   |     |   |  |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Qualification of sales leads by collecting and analyzing relevant information by applying the bank's guidelines</li> <li>(ii) Completion of follow-up activities of sales leads by applying suitable bank's guidelines and procedures according to the situations</li> </ol>  |     |   |   |     |   |  |     |  |  |
| <b>8</b>   | <b>Remarks</b>   |   |     |   |   |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Cycle Management |                            |  |  |
|---|----------------------------|--|--|
| 1   | <b>Title</b>               | Perform compliance control and monitoring functions  |  |
| 2   | <b>Code</b>                | BRSRSM402A   |  |
| 3   | <b>Range</b>               | Oversee selling and promotional activities to customers to ensure compliance with regulations and the bank's standards. This applies to the sales of products and services of any kind and of different volumes  |  |
| 4   | <b>Level</b>               | 4  |  |
| 5   | <b>Credit</b>              | 3  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Understand the compliance regulations and bank's standards   | Be able to: <ul style="list-style-type: none"> <li>Examine regulations, established by external regulators and internal standards, related to the selling of bank's products and services in order to oversee compliance during the selling process</li> <li>Gather information on future developments in compliance and keep abreast with the bank's policy in selling activities</li> </ul>  |
|   |                            | 6.2 Oversee compliance with standards in different units   | Be able to: <ul style="list-style-type: none"> <li>Oversee compliance with policies on customer's investment restrictions and guidelines</li> <li>Oversee compliance with practice standards and ethical codes for sales teams which extends control on legal, regulatory (e.g. licensing examinations) and compliance risks of the bank</li> <li>Implement manual and automated solutions for detecting, tracking, monitoring and recording compliance obligations and breaches related to sales activities</li> <li>Detect noncompliance incidents and select the most appropriate methods in handling the issues to minimize harms to the bank</li> <li>Monitor fulfillment of regulatory and contractual obligations related to the bank's sales and promotion activities</li> </ul> |
|   |                            | 6.3 Exhibit Professionalism  | Be able to: <ul style="list-style-type: none"> <li>Take initiatives to constantly observe and review the most recent development in compliance control and monitoring requirements, and explore grounds for improving the bank's standards</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Inspection of compliance fulfillment in selling activities according to the regulations and standards provided by regulators and the banks. Appropriate actions are selected to handle any noncompliance issues</li> </ol> |  |
| 8   | <b>Remarks</b>             |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Cycle Management |  |  |  |  |
|---|--|--|--|--|
| 1   | <b>Title</b>   | Provide support to marketing and promotion activities  |  |  |
| 2   | <b>Code</b>  | BRSRSM403A   |  |  |
| 3   | <b>Range</b>   | Provide resources and administrative support to facilitate different kinds of marketing and promotion activities including but not limited to telemarketing, road show, survey, market research. This applies to marketing and promotion activities of different products and services rendered to different target groups   |  |  |
| 4   | <b>Level</b>   | 4  |  |  |
| 5   | <b>Credit</b>  | 4  |  |  |
| 6   | <b>Competency</b>  | <b>Requirement</b>   |  |  |
|   |  | <b>Performance</b>   |  |  |
|   |  | 6.1  | Acquire knowledge about the details of the marketing activities of the bank                    | Be able to: <ul style="list-style-type: none"> <li>· Acquire information related to the overall marketing strategies of the bank and understand how these affect the marketing activities</li> <li>· Understand the objectives, profile of target participants, workflow process, products/services promoted and resources requirement for each of the activity</li> </ul>   |
|   |  | 6.2  | Participate in different kinds of marketing activities by utilizing skills in event management | Be able to: <ul style="list-style-type: none"> <li>· Assist in the coordination of marketing programs with the bank's marketing teams which cover the following activities: <ul style="list-style-type: none"> <li>- Telemarketing</li> <li>- Road show support service</li> <li>- Survey</li> <li>- Market research</li> </ul> </li> <li>· Outline the resources requirement of each activity and report to management if expenditure exceeds the budget</li> <li>· Prepare, source and deploy necessary tools and materials to support the marketing activities</li> </ul> |
| 6.3   | Collect statistics on participation in sales activities professionally | Be able to: <ul style="list-style-type: none"> <li>· Employ suitable methods to collect statistics on resources deployment, participations rate, sales and other activities for evaluation and future planning</li> <li>· Using different methods to collect and compile information for the participants database and update regularly</li> <li>· Take necessary steps to ensure the statistics data is processed accurately, precisely and it can be treated as useful indicator for assessing business performance</li> </ul> |  |  |
| 7   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of support to the operation of each activity according to their objectives, workflow and resources requirement, etc.</li> <li>(ii) Collection of relevant data by using different methods according to the nature of the information to be collected</li> </ol>  |  |  |
| 8   | <b>Remarks</b>   |  |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Cycle Management</b> |                            |  |   |
|--|----------------------------|--|---|
| <b>1</b>   | <b>Title</b>               | Disseminate promotion materials to sales staff   |   |
| <b>2</b>   | <b>Code</b>                | BRSRSM404A   |   |
| <b>3</b>   | <b>Range</b>               | Disseminate promotion materials related to the bank's products and services or marketing and promotional activities to staff with sales accountabilities. This involve sales staff who are responsible for different products and services of various target segments  |   |
| <b>4</b>   | <b>Level</b>               | 4  |   |
| <b>5</b>   | <b>Credit</b>              | 3  |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1  | Understand the work responsibility of sales staff in different teams<br><br>Be able to:<br>· Gather information related to the job responsibilities of different sales teams which include the division of work, responsible products and services and sales targets<br>· Assess the work load and responsibilities of individual sales job role hence to delegate promotion work appropriately   |
|  |                            | 6.2  | Select and provide a range of promotion materials which are customized to the jobs of different sales staff<br><br>Be able to:<br>· Maintain and update related inventory records to ensure a sufficient supplies of tools and materials are available to support the sale activities of frontline sales staff<br>· Collect and disseminate updated promotion materials of new products, sales campaign and promotional programs to all sales and service channels of the bank<br>· Set up effective communication channels for the sales and service units to convey and explain policies, rules and regulations |
|  |                            | 6.3  | Gather opinions from sales staff on the needs of promotional support required<br><br>Be able to:<br>· Improve planning in promotional support by gathering recommendations of sales staff, providing better insight into customer demand and improving operational efficiency<br>· Organize staff consultation meetings regularly to capture their views on promotion activity support directly   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br><br>(i) Provision of useful and timely promotion materials which can facilitate the tasks of sales staff working in different settings. The distribution of materials should demonstrate an accurate understanding of the work and needs of sales team with different responsibilities |   |
| <b>8</b>   | <b>Remarks</b>             |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Cycle Management</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Record and report sales activities  |  |
| <b>2</b>   | <b>Code</b>                | BRSRSM301A  |  |
| <b>3</b>   | <b>Range</b>               | Record sales data in every step of the sales cycle which include but not limited to information of customers, products and transactions. This can apply to sales of products and services of any kind and of different volumes  |  |
| <b>4</b>   | <b>Level</b>               | 3   |  |
| <b>5</b>   | <b>Credit</b>              | 3   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1   | Understand the tracking mechanism in the bank<br><br>Be able to:<br>· Understand the standard procedures of tracking systems so that the system can be operated independently<br>· Ensure the necessary data of sales activities is recorded to comply with the requirements of the bank's internal tracking mechanism     |
|  |                            | 6.2   | Ensure the quality of the record of sales data in the tracking systems<br><br>Be able to:<br>· Maintain and update the data to ensure its accuracy and integrity according to the bank's guidelines<br>· Report irregularities or missing data and seek information from appropriate means to supplement the insufficiency |
|  |                            | 6.3   | Generate report of sales data<br><br>Be able to:<br>· Generate reports to provide visibility on sales activities and monitor sales results by employing suitable templates<br>· Provide relevant statistics and conduct analysis related to sales cycle management upon request of different parties                       |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Execution of appropriate actions to ensure the quality of the data in the tracking systems and report irregularities<br>(ii) Provision of accurate and timely report on sales data which can fulfill the informational requirements as requested by different parties by using suitable templates |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Cycle Management |                            |   |  |  |
|---|----------------------------|---|--|--|
| 1   | <b>Title</b>               | Provide back office support to sales activities   |  |  |
| 2   | <b>Code</b>                | BRSRSM302A  |  |  |
| 3   | <b>Range</b>               | Provide information and administrative support to frontline sales staff. This can apply to sales of products and services of any kind and of different volumes  |  |  |
| 4   | <b>Level</b>               | 3   |  |  |
| 5   | <b>Credit</b>              | 3   |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Provide a range of customer information as requested by sales staff  | Be able to: <ul style="list-style-type: none"> <li>· Provide and maintain effective customer server computing environment to support the bank's sale activities according to the bank's guidelines</li> <li>· Compile and maintain customer database and update regularly</li> <li>· Retrieve data of sales call reports, leads source analysis and customer response analysis, etc. from the bank's database by following the request of sales staff</li> <li>· Generate comprehensive management reports on customer accounts by using the standardized templates of different database systems</li> </ul> |
|   |                            | 6.2   | Carry out administrative work by applying the bank's processes to complete different types of transactions | Be able to: <ul style="list-style-type: none"> <li>· Execute internal sales operations service according to the bank's stated procedures</li> <li>· Carry out periodic reviews to collect statistic to support the bank's current and future sales and service delivery activities according to the stated procedures</li> <li>· Provide back office fulfillment and transaction processing activities to complete the sales generated from frontline sales and service channels according to the bank's stated procedures</li> </ul>  |
|   |                            | 6.3   | Demonstrate professionalism in supporting frontline activities   | Be able to: <ul style="list-style-type: none"> <li>· Take personal effort to ensure that sales operations procedures are conforming to the latest standards and regulatory requirements</li> <li>· Commit to provide efficient support services to co-workers and external business partners</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of useful statistics independently which can fulfill request of sales staff by adopting standardized templates in different database systems</li> <li>(ii) Execution of administrative duties in selling independently according to the bank's stated procedures</li> </ol> |  |  |
| 8   | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Team Management |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Perform retail banking sales forecasting  |  |
| 2  | <b>Code</b>                | BRSRST601A  |  |
| 3  | <b>Range</b>               | Forecast retail banking annual sales figures in different business area. The analysis includes forecast of individual product and service, channel, customer segment and geographic location  |  |
| 4  | <b>Level</b>               | 6   |  |
| 5  | <b>Credit</b>              | 4   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Master expertise knowledge and technical research skills in sales forecast  | Be able to: <ul style="list-style-type: none"> <li>Master latest best practice of sales forecast and research methodologies and integrate the techniques with existing approach</li> <li>Evaluate the principles and common methods in conducting sales forecast and select an appropriate approach</li> <li>Analyze the situation and determine the most suitable approach for sales forecast analysis</li> </ul>   |
|  |                            | 6.2 Analyze different factors and discern their influence on sales performance  | Be able to: <ul style="list-style-type: none"> <li>Conduct research on information from sales, customer and financial sources for a complete picture of sales performance</li> <li>Perform different analyses to identify influence on sales performance, which include analyses on sales and margin performance by channel, trends in channel utilization, products/services features, customers characteristics and comparison of channel performance by customer segment</li> </ul>   |
|  |                            | 6.3 Forecast the sales figures of different products and services by constructing a sales forecast model for the bank   | Be able to: <ul style="list-style-type: none"> <li>Develop valid assumptions by scanning the market environment, availability of resources, product competitiveness and obstacles foreseen so that sales forecast can be projected accurately</li> <li>Develop a formula for sales forecast to outline factors affecting sales volume and their respective weight by drawing conclusion from incomplete and inconsistent data</li> <li>Make accurate sales forecast for individual channel by evaluating the effectiveness of various sales channels of the bank, gauging channel growth and comparing their performance</li> <li>Monitor and act on individual opportunities to accurately forecast current and future period revenues</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <p>(i) Presentation of sales forecast analyses which provides useful data for planning sales and marketing activities. The forecast should contain analyses of information collected from different sources. Conclusion are drawn from incomplete and inconsistent information to provide solid rationale for explaining the projection of different figures</p> |  |
| 8  | <b>Remarks</b>             |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Team Management</b> |                            |   |   |  |
|---|----------------------------|---|---|--|
| <b>1</b>  | <b>Title</b>               | Set sales target for sales team or individual sales staff   |   |  |
| <b>2</b>  | <b>Code</b>                | BRSRST501A  |   |  |
| <b>3</b>  | <b>Range</b>               | Set cyclical sales targets for individual branch, product team or sales team. This applies to all business units responsible for different products and services and different customer segments  |   |  |
| <b>4</b>  | <b>Level</b>               | 5   |   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|   |                            | 6.1   | Analyze business strategies of the bank   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the business strategies of the bank for different products and services</li> <li>· Understand and interpret the implications of the sales forecast on sales activities and sales targets</li> <li>· Analyze and translate information from business plans to build a model framework of sales target setting</li> </ul>  |
|   |                            | 6.2   | Specify sales target for each team, individual or activity after interpreting the sales forecasts | Be able to: <ul style="list-style-type: none"> <li>· Set stretching and achievable sales targets for the sales team based on the projection of business plans and sales forecast</li> <li>· Set realistic sales and sales related activity targets for sales staff in accordance to their individual experience and ability</li> <li>· Allocate account management responsibility so that individual member of the sales team looks after a particular account, product or geographic territory effectively</li> </ul> |
|   |                            | 6.3   | Design different specialized monitoring methods to track progress to sales targets                | Be able to: <ul style="list-style-type: none"> <li>· Design mechanisms to record progress toward goals regularly</li> <li>· Reinforce sales targets at appropriate time interval and situations to keep sales staff motivated</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Set up of sales targets for sales teams or sales staff based on analysis of the bank's strategies and the capabilities of different staff, etc.</li> <li>(ii) Design different monitoring methods to track the performance of sales team or sales staff and provide suitable reinforcement at appropriate time</li> </ol> |   |  |
| <b>8</b>  | <b>Remarks</b>             |   |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Sales Team Management</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Perform sales coaching  |  |
| <b>2</b>  | <b>Code</b>                | BRSRST502A  |  |
| <b>3</b>  | <b>Range</b>               | Conduct sales coaching for front line sales staff who have direct contact with customers. This applies to staff selling different products and services at different targeted market segments   |  |
| <b>4</b>  | <b>Level</b>               | 5   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Master knowledge and specialized skills in sales coaching   | Be able to: <ul style="list-style-type: none"> <li>· Synthesize the responsibilities of strategist, coach, mentor and problem solver so as to play the roles effectively and gain respect and trust from the sales teams</li> <li>· Demonstrate expertise in selling concepts and best sales practices by evaluate the pros and cons of different selling approaches</li> </ul>  |
|   |                            | 6.2 Diagnose sales performance based on evidence collected  | Be able to: <ul style="list-style-type: none"> <li>· Use a structured approach to provide planning, reviewing, and feedback for both observed and unobserved performance of sales staff</li> <li>· Conduct thorough evaluation of sales effectiveness of the staff and identify improvement areas</li> </ul>   |
|   |                            | 6.3 Develop different methods to enhance performance of sales staff   | Be able to: <ul style="list-style-type: none"> <li>· Help sales staff develop an improvement strategy and plan clear activity goals and sales targets after analyzing the performance</li> <li>· Employ different methods to enhance sales performance of staff and implement customized performance improvement plans for them</li> <li>· Set up measurement and reviewing mechanism for the improvement plans established for individual sales staff</li> </ul>                        |
|   |                            | 6.4 Demonstrate care and support to motivate coachee to strive for better performance in sales  | Be able to: <ul style="list-style-type: none"> <li>· Employ appropriate methods to help reduce stress and boost up self-confidence of the sales staff after analyzing the characteristics and styles of different coachees</li> <li>· Employ customized methods to inform, delegate, and motivate sales staff to achieve sales objectives</li> <li>· Provide constant encouragement and consequence to sustain and build upon the skills and knowledge learned by sales staff</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Production of performance improvement plan which is able to improve the performance of individual sales staff. The improvement plan outlines specific actions needed to be carried out by the sales staff, the expected results and the measurement mechanism. Moreover, the plan should be based on the analysis on existing performance and improvement needs</li> <li>Demonstrate professional skills in coaching by employing appropriate methods after analyzing the characteristics and styles, etc. of different coachees</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Team Management |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Manage and evaluate sales performance   |   |
| 2  | <b>Code</b>                | BRSRST503A  |   |
| 3  | <b>Range</b>               | Evaluate sales performance for each individual branch, product team or sales team. This applies to teams selling different products and services at different targeted market segments  |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Analyze factors affecting sales performance   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate information about sales, customers, sales teams, and products for a complete view of the sales performance</li> <li>· Analyze pricing experiment in selected customer segments to determine if changes in pricing could impact sales volume and profit</li> <li>· Evaluate customer profitability, buying behavior, product mix, product and service delivery, and cross-selling and up-selling opportunities in order to analyze sales performance</li> </ul>  |
|  |                            | 6.2 Monitor sales performance by selecting suitable monitoring methods in different situations  | Be able to: <ul style="list-style-type: none"> <li>· Monitor product sales by geographic location, customer segment and seasonality</li> <li>· Plan account management activities to monitor sales effectiveness. These activities include: <ul style="list-style-type: none"> <li>- Sales call reporting</li> <li>- Sales pipeline management</li> <li>- Performance measurement for sales team and individual sales staff</li> </ul> </li> </ul>  |
|  |                            | 6.3 Analyze sales performance data  | Be able to: <ul style="list-style-type: none"> <li>· Analyze sales expenses vs. revenue generated, forecast accuracy, and sales team profitability to determine sales effectiveness</li> <li>· Conduct accurate analysis to gain complete insight into different financial products and product lines' profitability</li> <li>· Use graphical analysis to quickly assess actual sales performance vs. targets and sales management forecasts</li> <li>· Associate sales data with financial, marketing and customer information to identify existing gaps in achieving sales effectiveness</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) An evaluation of sales related statistics of individual team which accurately depicts the sales effectiveness. The evaluation identifies the improvement areas and displays analyses of different sources of information</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Team Management |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Develop sales related competences of sales force   |  |
| 2  | <b>Code</b>                | BRSRST504A   |  |
| 3  | <b>Range</b>               | Equip staff with necessary skills to perform sales activities. This applies to all sales staff who are selling different products and services at different targeted market segments   |  |
| 4  | <b>Level</b>               | 5  |  |
| 5  | <b>Credit</b>              | 4  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Evaluate information related to sales training   | Be able to: <ul style="list-style-type: none"> <li>Understand the different techniques in planning and conducting sales training and choose an appropriate method according to the situation</li> <li>Evaluate different commonly used selling techniques and identify the pros and cons of each in accordance to the bank's unique business environment</li> <li>Understand the features of different products and services of the bank to identify suitable selling approaches</li> <li>Analyze the overall sales plan of the bank and sales targets for individual or team in order to determine the sales approaches and respective skill requirements</li> </ul>  |
|  |                            | 6.2 Use a wide range of specialized methods to identify training needs of different teams  | Be able to: <ul style="list-style-type: none"> <li>Evaluate expected and actual achievement of the sales teams and channels by analyzing reports on sales target achievement of individual sales team member, and benchmark reports to identify improvement areas of different parties</li> <li>Analyze report data to identify factors that contribute to under-performance so as to proactively develop performance improvement plans</li> </ul>   |
|  |                            | 6.3 Select and design appropriate learning opportunities to customize to different contexts and audience   | Be able to: <ul style="list-style-type: none"> <li>Create a business-specific practice environment that can help sales staff to build product knowledge, face-to-face selling skills and account management skills</li> <li>Direct sales staff to practice selling skills at training courses, sales team meetings and other team based learning sessions with coworkers hence to improve their confidence and effectiveness when dealing with customers</li> <li>Provide appropriate learning solutions based on improvement needs and learning styles of individual staff</li> <li>Measure the effectiveness of learning on improving behavior in selling and evaluate sales results of learners by tracking the sales results prior to the learning and measuring the post learning sales performance</li> <li>Recognize and encourage specific behaviors of sales staff that correlate with their sales effectiveness</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of training or other kinds of learning opportunities which equips sales staff with new knowledge or new skills. The design of training demonstrates an accurate understanding of work, needs and learning styles of different groups of sales staff</li> </ol> |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Team Management |  |  |     |  |  |     |  |   |     |   |  |
|--|--|--|-----|--|--|-----|--|---|-----|---|--|
| 1  | <b>Title</b>   | Employ different approaches to disseminate latest product and market information   |     |  |  |     |  |   |     |   |  |
| 2  | <b>Code</b>  | BRSRST401A   |     |  |  |     |  |   |     |   |  |
| 3  | <b>Range</b>   | Update all staff in selling functions including sales, sales support and administration, the latest information which will affect their job. Information include but not limited to changes in regulations, information on products and services of the bank, updates of market trends etc.  |     |  |  |     |  |   |     |   |  |
| 4  | <b>Level</b>   | 4  |     |  |  |     |  |   |     |   |  |
| 5  | <b>Credit</b>  | 3  |     |  |  |     |  |   |     |   |  |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Master information which is critical for the task of selling</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of changes in the global economy in general and the development of banking industry in specific</li> <li>· Keep abreast of the product development of the bank</li> <li>· Keep abreast of the changes in the preference of bank customers and diagnose their impacts on the bank's sales activities</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Identify information required by different sales staff according to the job responsibilities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Locate useful information and help sales staff to acquire knowledge in               <ul style="list-style-type: none"> <li>- Financial industry and bank products</li> <li>- Changes in the banking industry and product development of own bank</li> <li>- Legislative, regulatory and the requirements of the banking industry</li> <li>- Elaboration of the bank's policies and the rationale</li> <li>- Product benefits, advantages and other potential issues tied in with various types of customer</li> </ul> </li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Employ different activities to disseminate information related to sales staff</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Organize activities to disseminate information to sales staff such as               <ul style="list-style-type: none"> <li>- Meetings</li> <li>- Product briefing sessions</li> <li>- Training programs etc.</li> </ul> </li> </ul> </td> </tr> </tbody> </table> | 6.1 | Master information which is critical for the task of selling | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of changes in the global economy in general and the development of banking industry in specific</li> <li>· Keep abreast of the product development of the bank</li> <li>· Keep abreast of the changes in the preference of bank customers and diagnose their impacts on the bank's sales activities</li> </ul> | 6.2 | Identify information required by different sales staff according to the job responsibilities | Be able to: <ul style="list-style-type: none"> <li>· Locate useful information and help sales staff to acquire knowledge in               <ul style="list-style-type: none"> <li>- Financial industry and bank products</li> <li>- Changes in the banking industry and product development of own bank</li> <li>- Legislative, regulatory and the requirements of the banking industry</li> <li>- Elaboration of the bank's policies and the rationale</li> <li>- Product benefits, advantages and other potential issues tied in with various types of customer</li> </ul> </li> </ul> | 6.3 | Employ different activities to disseminate information related to sales staff | Be able to: <ul style="list-style-type: none"> <li>· Organize activities to disseminate information to sales staff such as               <ul style="list-style-type: none"> <li>- Meetings</li> <li>- Product briefing sessions</li> <li>- Training programs etc.</li> </ul> </li> </ul> |
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| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Provision of useful and timely information which helps sales staff to carry out their job responsibilities more effectively. The information provided is able to display an accurate understanding of the responsibilities of different sales job positions and their unique needs   |     |  |  |     |  |   |     |   |  |
| 8  | <b>Remarks</b>   |  |     |  |  |     |  |   |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Sales Team Management |   |   |     |   |  |     |                        |  |     |   |   |
|--|---|---|-----|---|--|-----|------------------------|--|-----|---|---|
| 1  | <b>Title</b>  | Execute regular sales planning activities   |     |   |  |     |                        |  |     |   |   |
| 2  | <b>Code</b>   | TBD   |     |   |  |     |                        |  |     |   |   |
| 3  | <b>Range</b>  | Plan and manage sales activities through different channels. It includes a wide range of retail banking products and services selling at different targeted market segments   |     |   |  |     |                        |  |     |   |   |
| 4  | <b>Level</b>  | 4   |     |   |  |     |                        |  |     |   |   |
| 5  | <b>Credit</b>   | 3   |     |   |  |     |                        |  |     |   |   |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Master knowledge and skills in preparing and executing sales meetings</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Has ample knowledge and master the methodology in conducting sales meetings</li> <li>· Monitor, motivate, and evaluate the performance of sales team members</li> <li>· Prepare a comprehensive sales meeting agenda which allows for dialogue, collaboration and interaction regarding the competition, pricing, territories and sales strategy in accounts</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Execute sales meetings</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Create the right atmosphere by ensuring the sales meetings are focused and constructive; add value by helping the team better able to close business and have shared ownership</li> <li>· Stretch and challenge team members' skills during the meetings to keep them sensitive and effective in identifying customer needs and turn them into selling opportunities</li> <li>· Recognize the tough challenge of the sales team, provide support and build motivation into every team meeting</li> <li>· Communicate and have individual team members to report on their sales update, activity update and pipeline (progress of on-going sales activity) update</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop different methods and sales channels to enhance performance of the team</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Set and maintain a high standard of sales discipline in terms of qualitative and quantitative measures for the sales team</li> <li>· Explore and develop new acquisition channels</li> <li>· Lead team members to execute efficient acquisition activities including innovative means through digital channels</li> <li>· Evaluate and analyze the performance of different sales channels</li> <li>· Take steps to ensure all related team members contribute their greatest effort and honestly in working towards the planned team goals</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Master knowledge and skills in preparing and executing sales meetings | Be able to: <ul style="list-style-type: none"> <li>· Has ample knowledge and master the methodology in conducting sales meetings</li> <li>· Monitor, motivate, and evaluate the performance of sales team members</li> <li>· Prepare a comprehensive sales meeting agenda which allows for dialogue, collaboration and interaction regarding the competition, pricing, territories and sales strategy in accounts</li> </ul> | 6.2 | Execute sales meetings | Be able to: <ul style="list-style-type: none"> <li>· Create the right atmosphere by ensuring the sales meetings are focused and constructive; add value by helping the team better able to close business and have shared ownership</li> <li>· Stretch and challenge team members' skills during the meetings to keep them sensitive and effective in identifying customer needs and turn them into selling opportunities</li> <li>· Recognize the tough challenge of the sales team, provide support and build motivation into every team meeting</li> <li>· Communicate and have individual team members to report on their sales update, activity update and pipeline (progress of on-going sales activity) update</li> </ul> | 6.3 | Develop different methods and sales channels to enhance performance of the team | Be able to: <ul style="list-style-type: none"> <li>· Set and maintain a high standard of sales discipline in terms of qualitative and quantitative measures for the sales team</li> <li>· Explore and develop new acquisition channels</li> <li>· Lead team members to execute efficient acquisition activities including innovative means through digital channels</li> <li>· Evaluate and analyze the performance of different sales channels</li> <li>· Take steps to ensure all related team members contribute their greatest effort and honestly in working towards the planned team goals</li> </ul> |
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| 6.2  | Execute sales meetings  | Be able to: <ul style="list-style-type: none"> <li>· Create the right atmosphere by ensuring the sales meetings are focused and constructive; add value by helping the team better able to close business and have shared ownership</li> <li>· Stretch and challenge team members' skills during the meetings to keep them sensitive and effective in identifying customer needs and turn them into selling opportunities</li> <li>· Recognize the tough challenge of the sales team, provide support and build motivation into every team meeting</li> <li>· Communicate and have individual team members to report on their sales update, activity update and pipeline (progress of on-going sales activity) update</li> </ul>  |     |   |  |     |                        |  |     |   |   |
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| 7  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Prepare sales team meetings and plan sales activities systematically; stretch and challenge team members capability in generating business</li> <li>(ii) Develop innovative approaches and channels of sales acquisition</li> </ol>   |     |   |  |     |                        |  |     |   |   |
| 8  | <b>Remarks</b>  |   |     |   |  |     |                        |  |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 8. Sales and Relationship Management &gt; Customer Relationship Development</b> |   |   |     |  |  |     |   |  |     |   |   |     |                                       |   |
|---|---|---|-----|--|--|-----|---|--|-----|---|---|-----|---------------------------------------|---|
| <b>1</b>  | <b>Title</b>  | Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems   |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>2</b>  | <b>Code</b>   | BRSRSR601A  |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>3</b>  | <b>Range</b>  | Formulate strategies and action plans of developing CRM systems to manage sales and relationship management activities of different business area. This applies to different kinds of CRM systems which cover information of all customers  |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>4</b>  | <b>Level</b>  | 6   |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>5</b>  | <b>Credit</b>   | 4   |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Possess specialized knowledge in CRM of retail banking</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of CRM in service industries</li> <li>· Critically evaluate information which influences CRM strategies, such as:               <ul style="list-style-type: none"> <li>- Basic principles of CRM</li> <li>- Common approach and tools in CRM</li> <li>- CRM strategy of the bank</li> <li>- Sources to allocate customer data of the bank</li> </ul> </li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Identify user requirements in CRM systems</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Spot weaknesses and strengths in existing CRM practices so as to identify measures which can ensure that business opportunity is not missed or resources are not wasted on mismatched customers</li> <li>· Evaluate measures of customer service performance at the organizational, departmental and individual job levels thus to identify the actual requirements of the CRM systems</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Formulate roadmap of CRM strategies which cover different scenarios</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop a cohesive and compelling CRM road map by conducting research to find out the effectiveness and efficiencies of different alternatives and choosing the approach which is the most appropriate to the bank's context</li> <li>· Plan the deployment of CRM strategy to ensure it is in line with the road map developed</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Provide advice to develop CRM systems</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide advice in the analysis of current and future customer requirements and apply them in designing the CRM systems</li> <li>· Evaluate different alternatives and select CRM software solutions that best fit the bank's requirements</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Possess specialized knowledge in CRM of retail banking | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of CRM in service industries</li> <li>· Critically evaluate information which influences CRM strategies, such as:               <ul style="list-style-type: none"> <li>- Basic principles of CRM</li> <li>- Common approach and tools in CRM</li> <li>- CRM strategy of the bank</li> <li>- Sources to allocate customer data of the bank</li> </ul> </li> </ul> | 6.2 | Identify user requirements in CRM systems | Be able to: <ul style="list-style-type: none"> <li>· Spot weaknesses and strengths in existing CRM practices so as to identify measures which can ensure that business opportunity is not missed or resources are not wasted on mismatched customers</li> <li>· Evaluate measures of customer service performance at the organizational, departmental and individual job levels thus to identify the actual requirements of the CRM systems</li> </ul> | 6.3 | Formulate roadmap of CRM strategies which cover different scenarios | Be able to: <ul style="list-style-type: none"> <li>· Develop a cohesive and compelling CRM road map by conducting research to find out the effectiveness and efficiencies of different alternatives and choosing the approach which is the most appropriate to the bank's context</li> <li>· Plan the deployment of CRM strategy to ensure it is in line with the road map developed</li> </ul> | 6.4 | Provide advice to develop CRM systems | Be able to: <ul style="list-style-type: none"> <li>· Provide advice in the analysis of current and future customer requirements and apply them in designing the CRM systems</li> <li>· Evaluate different alternatives and select CRM software solutions that best fit the bank's requirements</li> </ul> |
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| 6.4   | Provide advice to develop CRM systems                               | Be able to: <ul style="list-style-type: none"> <li>· Provide advice in the analysis of current and future customer requirements and apply them in designing the CRM systems</li> <li>· Evaluate different alternatives and select CRM software solutions that best fit the bank's requirements</li> </ul>   |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Formulate strategies and action plans on the development of CRM systems after analyzing requirements of customers and the bank. Evaluation of different alternatives should also be made based on results of research conducted in order to select the best fit solutions</li> </ol>  |     |  |  |     |   |  |     |   |   |     |                                       |   |
| <b>8</b>  | <b>Remarks</b>  |   |     |  |  |     |   |  |     |   |   |     |                                       |   |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 8. Sales and Relationship Management &gt; Customer Relationship Development</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Develop programs or activities to maintain and intensify customer relationship   |
| <b>2</b>  | <b>Code</b>                | BRSRSR501A   |
| <b>3</b>  | <b>Range</b>               | Develop different public relations or marketing programs for a specific business area at various market segments to promote customer loyalty   |
| <b>4</b>  | <b>Level</b>               | 5  |
| <b>5</b>  | <b>Credit</b>              | 4  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Evaluate customer data for the purpose of designing customized activities  |
|   |                            | 6.2 Develop different programs or activities to interact with customers based on the preference of different market segments   |
|   |                            | 6.3 Design measures on program evaluation  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Design of programs or activities together with the evaluation mechanism on enhancing customer loyalty to the bank. The design of programs is based on the analysis on the target customers and expertise in designing loyalty programs or activities |
| <b>8</b>  | <b>Remarks</b>             |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 8. Sales and Relationship Management &gt; Customer Relationship Development</b> |   |  |     |  |   |     |  |   |     |   |   |
|---|---|--|-----|--|---|-----|--|---|-----|---|---|
| <b>1</b>  | <b>Title</b>  | Design and implement customer profile and sales record analytics   |     |  |   |     |  |   |     |   |   |
| <b>2</b>  | <b>Code</b>   | BRSRSR503A   |     |  |   |     |  |   |     |   |   |
| <b>3</b>  | <b>Range</b>  | Design and execute analysis on customer information of the bank in specific business area or operation unit. This includes all information related to bank's existing customers such as personal information, transaction record and service reports etc.  |     |  |   |     |  |   |     |   |   |
| <b>4</b>  | <b>Level</b>  | 5  |     |  |   |     |  |   |     |   |   |
| <b>5</b>  | <b>Credit</b>   | 4  |     |  |   |     |  |   |     |   |   |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Identify kinds of information needed by the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate different kinds of customer information and assess the use in bank's business and operations</li> <li>· Evaluate the up-to-date methods of information management to select a suitable approach for the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop system and practices for recording customer and sales data</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop and implement systems to record sales activities from initial customer contact to successful close of a banking transaction</li> <li>· Build basic systems and practices of constructing customer profile and sales record to help analyze financial standings of customers; and translate data into customer needs</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Design report format including the content coverage and presentation pattern to cater to the informational needs of different parties</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Manage the maintenance of customer transaction record to facilitate forecasts and view anticipated revenue by a variety of date ranges. i.e. monthly, quarterly, annually</li> <li>· Design the template of customer transaction reports which allow sales teams of different channels to analyze opportunities by lead source, geographic location, bank account, and customer segment</li> <li>· Design the template of reports and presentation format of statistics to serve as input for customer relationship management plan</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Identify kinds of information needed by the bank | Be able to: <ul style="list-style-type: none"> <li>· Evaluate different kinds of customer information and assess the use in bank's business and operations</li> <li>· Evaluate the up-to-date methods of information management to select a suitable approach for the bank</li> </ul> | 6.2 | Develop system and practices for recording customer and sales data | Be able to: <ul style="list-style-type: none"> <li>· Develop and implement systems to record sales activities from initial customer contact to successful close of a banking transaction</li> <li>· Build basic systems and practices of constructing customer profile and sales record to help analyze financial standings of customers; and translate data into customer needs</li> </ul> | 6.3 | Design report format including the content coverage and presentation pattern to cater to the informational needs of different parties | Be able to: <ul style="list-style-type: none"> <li>· Manage the maintenance of customer transaction record to facilitate forecasts and view anticipated revenue by a variety of date ranges. i.e. monthly, quarterly, annually</li> <li>· Design the template of customer transaction reports which allow sales teams of different channels to analyze opportunities by lead source, geographic location, bank account, and customer segment</li> <li>· Design the template of reports and presentation format of statistics to serve as input for customer relationship management plan</li> </ul> |
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| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of data management systems and report format which is able to report accurate and timely customer information. The design of the systems is based on an accurate understanding of the needs of different parties and allow an effective and efficient recording, storage and retrieving of customer information</li> </ol>   |     |  |   |     |  |   |     |   |   |
| <b>8</b>  | <b>Remarks</b>  |  |     |  |   |     |  |   |     |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Customer Relationship Development |  |  |     |  |  |     |  |   |     |                                      |   |
|--|--|--|-----|--|--|-----|--|---|-----|--------------------------------------|---|
| 1  | <b>Title</b>   | Develop cross-border customer relationship through provision of market update information  |     |  |  |     |  |   |     |                                      |   |
| 2  | <b>Code</b>  | TBD  |     |  |  |     |  |   |     |                                      |   |
| 3  | <b>Range</b>   | Master updated market information of different investment and insurance products of all asset classes; understand their limitation and regulatory requirements to tie-in with various financial need sand risk appetite of cross border customers  |     |  |  |     |  |   |     |                                      |   |
| 4  | <b>Level</b>   | 5  |     |  |  |     |  |   |     |                                      |   |
| 5  | <b>Credit</b>  | 4  |     |  |  |     |  |   |     |                                      |   |
| 6  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand Cross-border customers' needs</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Building customers' trust and loyalty by proactively offering convenience, simplicity, transparency and security when interacting with them</li> <li>· Understand different type of insurance options (endowment, medical, critical illness) and its importance in the wealth management planning</li> <li>· Understand the cross-border investment and insurance options, its limitation and regulatory concern</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide updated market information to cross-border customers and state pros and cons of different investment options</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide market updated information to cross-border customers such as "Shanghai Hongkong Stock Connect", "ShenZhen Hongkong Stock Connect", "Mainland-Hong Kong Mutual Recognition of Funds" and the processes of making use of these investment vehicles</li> <li>· Share with cross-border customers the pros and cons of different investment and insurance options; clearly state the regulatory requirements and other restrictions</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Provide assistance in complex issues</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Always set highest priority for customers' interest when considering what kinds of information should be provided to them</li> <li>· Help cross-border customers navigate complex issues such as a large variety of asset classes, overwhelming choices of emerging markets and increased economic uncertainty to meet their personal investment goals and risk profile</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand Cross-border customers' needs | Be able to: <ul style="list-style-type: none"> <li>· Building customers' trust and loyalty by proactively offering convenience, simplicity, transparency and security when interacting with them</li> <li>· Understand different type of insurance options (endowment, medical, critical illness) and its importance in the wealth management planning</li> <li>· Understand the cross-border investment and insurance options, its limitation and regulatory concern</li> </ul> | 6.2 | Provide updated market information to cross-border customers and state pros and cons of different investment options | Be able to: <ul style="list-style-type: none"> <li>· Provide market updated information to cross-border customers such as "Shanghai Hongkong Stock Connect", "ShenZhen Hongkong Stock Connect", "Mainland-Hong Kong Mutual Recognition of Funds" and the processes of making use of these investment vehicles</li> <li>· Share with cross-border customers the pros and cons of different investment and insurance options; clearly state the regulatory requirements and other restrictions</li> </ul> | 6.3 | Provide assistance in complex issues | Be able to: <ul style="list-style-type: none"> <li>· Always set highest priority for customers' interest when considering what kinds of information should be provided to them</li> <li>· Help cross-border customers navigate complex issues such as a large variety of asset classes, overwhelming choices of emerging markets and increased economic uncertainty to meet their personal investment goals and risk profile</li> </ul> |
| 6.1  | Understand Cross-border customers' needs   | Be able to: <ul style="list-style-type: none"> <li>· Building customers' trust and loyalty by proactively offering convenience, simplicity, transparency and security when interacting with them</li> <li>· Understand different type of insurance options (endowment, medical, critical illness) and its importance in the wealth management planning</li> <li>· Understand the cross-border investment and insurance options, its limitation and regulatory concern</li> </ul>   |     |  |  |     |  |   |     |                                      |   |
| 6.2  | Provide updated market information to cross-border customers and state pros and cons of different investment options | Be able to: <ul style="list-style-type: none"> <li>· Provide market updated information to cross-border customers such as "Shanghai Hongkong Stock Connect", "ShenZhen Hongkong Stock Connect", "Mainland-Hong Kong Mutual Recognition of Funds" and the processes of making use of these investment vehicles</li> <li>· Share with cross-border customers the pros and cons of different investment and insurance options; clearly state the regulatory requirements and other restrictions</li> </ul>  |     |  |  |     |  |   |     |                                      |   |
| 6.3  | Provide assistance in complex issues   | Be able to: <ul style="list-style-type: none"> <li>· Always set highest priority for customers' interest when considering what kinds of information should be provided to them</li> <li>· Help cross-border customers navigate complex issues such as a large variety of asset classes, overwhelming choices of emerging markets and increased economic uncertainty to meet their personal investment goals and risk profile</li> </ul>  |     |  |  |     |  |   |     |                                      |   |
| 7  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Transmit useful product information to cross border customers including special features, regulatory requirements and limitation that may affect them</li> <li>(ii) State pros and cons of different types of products and services which tied-in with specific customer needs in order to lead them to compare the options</li> </ol>   |     |  |  |     |  |   |     |                                      |   |
| 8  | <b>Remarks</b>   |  |     |  |  |     |  |   |     |                                      |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 8. Sales and Relationship Management &gt; Customer Relationship Development</b> |                            |  |
|---|----------------------------|--|
| <b>1</b>  | <b>Title</b>               | Handle customer enquiry  |
| <b>2</b>  | <b>Code</b>                | BRSRSR401A   |
| <b>3</b>  | <b>Range</b>               | Handle different kinds of customer enquiry appropriately. This applies to enquiry in all forms and in every aspect which can affect customer satisfaction  |
| <b>4</b>  | <b>Level</b>               | 4  |
| <b>5</b>  | <b>Credit</b>              | 3  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |
|   |                            | 6.1 Understand the profiles of different customers   |
|   |                            | 6.2 Handle different types of customer enquiry to enhance customer satisfaction  |
|   |                            | 6.3 Adopt a customer-centric mindset when interact with customers  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Handling of customer enquiries. The responses should be customized to the specific situations so as to employ an appropriate method which can resolve the concerns of customers successfully |
| <b>8</b>  | <b>Remarks</b>             |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Customer Relationship Development |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Deliver excellent customer service  |  |
| 2  | <b>Code</b>                | BRQMQE401A  |  |
| 3  | <b>Range</b>               | Deliver customer service which can exceed customers' expectations. This applies to all different kinds of banking services and customers  |  |
| 4  | <b>Level</b>               | 4   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Have basic understanding in service excellence  | Be able to: <ul style="list-style-type: none"> <li>· Understand the philosophy of service excellence and the importance to bank in order to provide exceptional customer service proactively</li> <li>· Review best practices in the services of retail banking and identify suitable ideas for applying to daily work</li> <li>· Understand the importance of establishing good relationship and the impacts on bank</li> </ul> |
|  |                            | 6.2 Identify the expectations of customers  | Be able to: <ul style="list-style-type: none"> <li>· Observe customers' behaviors/reactions in order to understand their impression on the bank's products and services</li> <li>· Identify the needs of customers by communicate with them (e.g. asking questions, listening to them)</li> <li>· Identify solutions which can match or even exceed their expectations</li> </ul>  |
|  |                            | 6.3 Demonstrate customer-centric mindset  | Be able to: <ul style="list-style-type: none"> <li>· Greet, interact or communicate with customers in a polite and professional manner</li> <li>· Answer customers enquires by providing appropriate information and follow-up their needs when necessary</li> <li>· Show respect to customers</li> <li>· Offer value-added services to customers proactively when appropriate</li> </ul>  |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of solutions which can meet/exceed customers' expectations based on understanding in their needs</li> <li>(ii) Good service attitude is demonstrated which contribute to customer satisfaction</li> <li>(iii) Good and long-term relationships are established with different kinds of customers</li> </ol> |  |
| 8  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 8. Sales and Relationship Management > Customer Relationship Development |                            |  |  |
|--|----------------------------|--|--|
| 1  | <b>Title</b>               | Handle feedback and complaints from customers  |  |
| 2  | <b>Code</b>                | BRMQE301A  |  |
| 3  | <b>Range</b>               | Handle customers' feedback and complaints in compliance with standard lead time and service standard requirements. This applies to all different kinds of complaints which include complaints on the bank's products, services, behaviors of employees, service quality, environment of the branch, etc. |  |
| 4  | <b>Level</b>               | 4  |  |
| 5  | <b>Credit</b>              | 3  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1  | Collect customers' opinions on the products and services recommendation<br><br>Be able to: <ul style="list-style-type: none"> <li>· Obtain customer feedback and probe if there's any concerns on the recommendations</li> <li>· Listen to customer's concerns, queries, questions or objections attentively and respect his or her right to express opposite opinions</li> <li>· Probe and identify the undermined genuine concerns of customers in addition to the superficial reasons of objection</li> </ul> |
|  |                            | 6.1  | Understand methods in complaints handling<br><br>Be able to: <ul style="list-style-type: none"> <li>· Understand the principles and steps in handling customers' complaints in order resolve the case independently</li> <li>· Understand the importance of complaints handling and the possible impacts on the bank</li> </ul>  |
|  |                            | 6.2  | Obtain more information about the complaints<br><br>Be able to: <ul style="list-style-type: none"> <li>· Ask appropriate questions to obtain details of the customers' experience and why they are dissatisfied</li> <li>· Probe customers in order to understand their genuine needs</li> </ul>   |
|  |                            | 6.3  | Resolve customers' grievances<br><br>Be able to: <ul style="list-style-type: none"> <li>· Pacify customers' emotions by applying common steps and tactics in complaints handling</li> <li>· Offer feasible solutions to satisfy the requests of customers</li> <li>· Escalate the case to supervisors when the situations do not improve or the requests of customers requires approval from a higher rank employee</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Sufficient amount of information about the details of the complaints case and customers' experience are obtained<br>(ii) Suitable solutions to resolve the complaint cases are proposed  |  |
| 8  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 9. Competency Matrix of Strategic Business Development and General Management |  |  |  |                         |   |  |
|---|--|--|--|-------------------------|---|--|
| QF Level  | 9.1 Global Business Acumen   | 9.2 Human Resources Management   | 9.3 Financial Management   | 9.4 Property Management | 9.5 Corporate Responsibility (CR) Fulfillment | 9.6 Financial Technology Management  |
| 7   | Formulate business strategies for the bank<br><br>BRBDBG701A<br>5 Credits              |  |  |                         |   | Develop value enhancing digital banking strategies<br><br>New<br>5 Credits   |
| 6   | Anticipate global economic development<br><br>BRBDBG601A<br>4 Credits                  | Establish strategic human resources management policies<br><br>BRBDBH601A<br>4 Credits | Design financial management framework<br><br>BRBDBF601A<br>4 Credits |                         |   | Lead business related operational analysis for digital banking initiatives<br><br>New<br>4 Credits   |
|   | Analyze profit potential of different markets / regions<br><br>BRBDBG602A<br>4 Credits |  |  |                         |   | Develop breakthrough solutions by leveraging advanced technology to enhance products and business models of the bank<br><br>New<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |   |  |   |   |   |
|---|---|---|--|---|---|---|
| 6 | Determine approach in achieving the business strategies<br><br>BRBDBG501A<br>4 Credits                          |   |  |   |   | Develop customer and digital transformation road mapping<br><br>New<br>4 Credits  |
|   |   |   |  |   |   | Perform process reengineering and financial technology development<br><br>New<br>4 Credits                                  |
| 5 | Develop business plan and action items for the identified business strategies<br><br>BRBDBG502A<br>4 Credits    | Design organizational structure<br><br>BRBDBH501A<br>4 Credits  | Prepare budget to support business development strategies<br><br>BRBDBF501A<br>4 Credits | Develop plan in property management<br><br>BRBDBR501A<br>3 Credits  | Develop Corporate Responsibility strategies and plan<br><br>BRBDBC501A<br>4 Credits       | Execute digital platform evaluation and selection<br><br>New<br>4 Credits   |
|   | Monitor implementation of business plan to ensure achievement of desired results<br><br>BRBDBG503A<br>4 Credits | Devise compensation and benefits scheme in alignment with business needs<br><br>BRBDBH502A<br>4 Credits | Manage inflow cash and collection mechanisms<br><br>BRBDBF502A<br>4 Credits              | Design workplace and work processes which can comply to occupational safety and health standards<br><br>BRBDBR502A<br>4 Credits | Develop and implement Corporate Responsibility initiatives<br><br>BRBDBC502A<br>4 Credits | Identify and prioritize new digital product features and alternative solutions for digital products<br><br>New<br>4 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |  |  |  |  |
|---|---|--|--|--|--|
| 5 | Evaluate achievement of business initiatives and improve their effectiveness<br>BRBDBG504A<br>4 Credits | Evaluate and implement learning and development policies and strategies<br>BRBDBH503A<br>4 Credits             | Manage outflow cash and disbursement mechanisms<br>BRBDBF503A<br>4 Credits | Establish and sustain smooth supply chain of office equipment<br>BRBDBR503A<br>4 Credits | Execute digital usage reporting and optimization strategy<br>New<br>4 Credits                      |
|   |   | Establish and maintain effective human resources information systems and guidelines<br>BRBDBH504A<br>4 Credits | Manage cash flow of the bank<br>BRBDBF504A<br>4 Credits                    |  | Promulgate financial technology mission and develop talents in digital banking<br>New<br>4 Credits |
|   |   |  | Analyze financial status of retailing bank<br>BRCRCF501A<br>4 Credits      |  |  |
|   |   |  | Conduct budget monitoring<br>BRCRCF502A<br>4 Credits                       |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |   |  |  |  |
|---|--|--|---|--|--|--|
| 5 |  |  | Develop mechanism and systems to manage financial information and database<br>BRCRCF503A<br>4 Credits |  |  |  |
|   |  |  | Oversee regulatory reporting<br><br>BRCRCF504A<br>4 Credits   |  |  |  |
|   |  |  | Prepare financial statements for the bank<br><br>BRBDBF505A<br>4 Credits                              |  |  |  |
| 4 |  | Perform manpower planning<br><br>BRBDBH401A<br>3 Credits | Manage financial database and accounting book<br><br>New<br>3 Credits                                 |  | Promote Corporate Responsibility to engage internal and external stakeholders<br><br>BRBDBC401A<br>3 Credits |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| 4 | Define the job role of each position and conduct job evaluation<br>BRBDBH402A<br>3 Credits |  |  |  |  |
|   | Identify suitable person to fill up job vacancy<br>BRBDBH403A<br>3 Credits                 |  |  |  |  |
|   | Implement performance management system<br>BRBDBH404A<br>3 Credits                         |  |  |  |  |
|   | Provide HR operation support on compensation and benefits<br>BRBDBH405A<br>3 Credits       |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |   |  |  |
|---|--|--|--|---|--|--|
| 4 |  | Provide learning solutions for people development<br><br>BRBDBH406A<br>3 Credits |  |   |  |  |
|   |  | Execute employee engagement plan and activities<br><br>BRBDBH407A<br>3 Credits   |  |   |  |  |
|   |  | Execute disciplinary actions<br><br>BRBDBH408A<br>3 Credits                      |  |   |  |  |
| 3 |  |  | Carry out routine administration on the bank's financial database<br><br>BRBDBF301A<br>3 Credits | Manage the maintenance of office equipment<br><br>BRBDBR301A<br>3 Credits |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level



|   |  |  |   |  |  |  |
|---|--|--|---|--|--|--|
| 3 |  |  | Perform book keeping<br><br>BRBDBF302A<br><br>3 Credits |  |  |  |
| 2 |  |  |   |  |  |  |
| 1 |  |  |   |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 9. Strategic Business Development and General Management

| QF Level  | Function / Competency  | UoC Code                      | Credit | Page |
|---|--|-------------------------------|--------|------|
| Level 7   | <b>Global Business Acumen</b>  |                               |        |      |
|   | Formulate business strategies for the bank   | BRBDBG701A                    | 5      | 340  |
|   | <b>Financial Technology Management</b>   |                               |        |      |
|   | Develop value enhancing digital banking strategies   | New                           | 5      | 380  |
| Level 6   | <b>Global Business Acumen</b>  |                               |        |      |
|   | Anticipate global economic development   | BRBDBG601A                    | 4      | 341  |
|   | Analyze profit potential of different markets / regions  | BRBDBG602A                    | 4      | 342  |
|   | Determine approach in achieving the business strategies  | BRBDBG501A                    | 4      | 343  |
|   | <b>Human Resources Management</b>  |                               |        |      |
|   | Establish strategic human resources management policies  | BRBDBH601A                    | 4      | 347  |
|   | <b>Financial Management</b>  |                               |        |      |
|   | Design financial management framework  | BRBDBF601A                    | 4      | 360  |
|   | <b>Financial Technology Management</b>   |                               |        |      |
|   | Lead business related operational analysis for digital banking initiatives   | New                           | 4      | 381  |
|   | Develop breakthrough solutions by leveraging advanced technology to enhance products and business models of the bank | New                           | 4      | 382  |
|   | Develop customer and digital transformation roadmapping  | New                           | 4      | 383  |
|   | Perform process reengineering and financial technology development   | New                           | 4      | 384  |
|   | Level 5  | <b>Global Business Acumen</b> |        |      |
| Develop business plan and action items for the identified business strategies       |  | BRBDBG502A                    | 4      | 344  |
| Monitor implementation of business plan to ensure achievement of desired results    |  | BRBDBG503A                    | 4      | 345  |
| Evaluate achievement of business initiatives and improve their effectiveness        |  | BRBDBG504A                    | 4      | 346  |
| <b>Human Resources Management</b>   |  |                               |        |      |
| Design organizational structure   |  | BRBDBH501A                    | 4      | 348  |
| Devise compensation and benefits scheme in alignment with business needs            |  | BRBDBH502A                    | 4      | 349  |
| Evaluate and implement learning and development policies and strategies             |  | BRBDBH503A                    | 4      | 350  |
| Establish and maintain effective human resources information systems and guidelines |  | BRBDBH504A                    | 4      | 351  |
| <b>Financial Management</b>   |  |                               |        |      |
| Prepare budget to support business development strategies                           |  | BRBDBF501A                    | 4      | 361  |
| Manage inflow cash and collection mechanisms  |  | BRBDBF502A                    | 4      | 362  |
| Manage outflow cash and disbursement mechanisms                                     |  | BRBDBF503A                    | 4      | 363  |
| Manage cash flow of the bank  |  | BRBDBF504A                    | 4      | 364  |
| Analyze financial status of retailing bank  | BRCRCF501A   | 4                             | 365    |      |
| Conduct budget monitoring   | BRCRCF502A   | 4                             | 366    |      |

|  |   |            |     |     |
|--|---|------------|-----|-----|
| Level 5  | Develop mechanism and systems to manage financial information and database                          | BRCRCF503A | 4   | 367 |
|  | Oversee regulatory reporting  | BRCRCF504A | 4   | 368 |
|  | Prepare financial statements for the bank   | BRBDBF505A | 4   | 369 |
|  | <b>Property Management</b>  |            |     |     |
|  | Develop plan in property management   | BRBDBR501A | 4   | 373 |
|  | Design workplace and work processes which can comply to occupational safety and health standards    | BRBDBR502A | 4   | 374 |
|  | Establish and sustain smooth supply chain of office equipment                                       | BRBDBR503A | 4   | 375 |
|  | <b>Corporate Responsibility (CR) Fulfillment</b>  |            |     |     |
|  | Develop Corporate Responsibility strategies and plan  | BRBDBC501A | 4   | 377 |
|  | Develop and implement Corporate Responsibility initiatives  | BRBDBC502A | 4   | 378 |
|  | <b>Financial Technology Management</b>  |            |     |     |
|  | Execute digital platform evaluation and selection   | New        | 4   | 385 |
|  | Identify and prioritize new digital product features and alternative solutions for digital products | New        | 4   | 386 |
|  | Execute digital usage reporting and optimization strategy   | New        | 4   | 387 |
| Promulgate financial technology mission and develop talents in digital banking | New   | 4          | 388 |     |
| Level 4  | <b>Human Resources Management</b>   |            |     |     |
|  | Perform manpower planning   | BRBDBH401A | 3   | 352 |
|  | Define the job role of each position and conduct job evaluation                                     | BRBDBH402A | 3   | 353 |
|  | Identify suitable person to fill up job vacancy   | BRBDBH403A | 3   | 354 |
|  | Implement performance management system   | BRBDBH404A | 3   | 355 |
|  | Provide HR operation support on compensation and benefits   | BRBDBH405A | 3   | 356 |
|  | Provide learning solutions for people development   | BRBDBH406A | 3   | 357 |
|  | Execute employee engagement plan and activities   | BRBDBH407A | 3   | 358 |
|  | Execute disciplinary actions  | BRBDBH408A | 3   | 359 |
|  | <b>Financial Management</b>   |            |     |     |
|  | Manage financial database and accounting book   | New        | 3   | 370 |
|  | <b>Corporate Responsibility (CR) Fulfillment</b>  |            |     |     |
|  | Promote Corporate Responsibility to engage internal and external stakeholders                       | BRBDBC401A | 3   | 379 |
|  | <b>Financial Management</b>   |            |     |     |
| Carry out routine administration on the bank's financial database              | BRBDBF301A  | 3          |     |     |
| Perform book keeping   | BRBDBF302A  | 3          |     |     |
| <b>Property Management</b>   |   |            |     |     |
| Manage the maintenance of office equipment                                     | BRBDBR301A  | 3          |     |     |
| Level 3  | Carry out routine administration on the bank's financial database                                   | BRBDBF301A | 3   | 371 |
|  | Perform book keeping  | BRBDBF302A | 3   | 372 |
|  | Manage the maintenance of office equipment  | BRBDBR301A | 3   | 376 |

Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Global Business Acumen |                            |  |   |
|---|----------------------------|--|---|
| 1   | <b>Title</b>               | Formulate business strategies for the bank   |   |
| 2   | <b>Code</b>                | BRBDBG701A   |   |
| 3   | <b>Range</b>               | Formulate business strategies for the whole bank which will be applied to different geographical locations, functional units and departments etc.  |   |
| 4   | <b>Level</b>               | 7  |   |
| 5   | <b>Credit</b>              | 5  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|   |                            | 6.1 Conduct research on the current situation and anticipate future development in global business   | Be able to: <ul style="list-style-type: none"> <li>· Conduct critical analysis and research on local and global economic development (especially China) to anticipate the business potential of different countries or regions in the absence of complete information</li> <li>· Evaluate the implications of political and regulatory environment on bank's business opportunities</li> </ul>  |
|   |                            | 6.2 Identify business opportunities by anticipating profit potential in different areas  | Be able to: <ul style="list-style-type: none"> <li>· Identify market potential for retail banking based on understanding of global and local economic development (especially China)</li> <li>· Explore in details the various possible business and investment opportunities by conducting different research and forecasts in order to select the most appropriate approach</li> <li>· Identify both the prospects and threats of the identified business opportunities including direct and indirect competitors' actions to reach a sound business decision</li> <li>· Evaluate and refine recommendations on new global business initiatives based on proper interpretation of market intelligence from various sources</li> </ul> |
|   |                            | 6.3 Develop and adjust bank's strategies according to global development   | Be able to: <ul style="list-style-type: none"> <li>· Develop measures to address present and future challenges in order to facilitate strategic global business development by demonstrating ability in complex thinking and analytical reasoning</li> <li>· Develop a vision on the strategic direction and cite supporting evidence from different sources in order to direct the whole organization</li> <li>· Develop innovative and original business strategies by analyzing the macro environment and predicting the long term development trends</li> <li>· Develop the vision, objectives and targets for each business strategy</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Innovative and original decision on which business opportunities the bank should pursue and the strategies in achieving them based on solid rationales and analysis on broad range of factors, such as anticipated return, prospects, threats and comparison with different alternatives etc. in the absence of complete information |   |
| 8   | <b>Remarks</b>             |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Global Business Acumen |                            |  |  |   |
|---|----------------------------|--|--|---|
| 1   | <b>Title</b>               | Anticipate global economic development   |  |   |
| 2   | <b>Code</b>                | BRBDBG601A   |  |   |
| 3   | <b>Range</b>               | Anticipate the economic development of different countries and regions   |  |   |
| 4   | <b>Level</b>               | 6  |  |   |
| 5   | <b>Credit</b>              | 4  |  |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|   |                            | 6.1  | Have expertise in conducting economic research         | Be able to: <ul style="list-style-type: none"> <li>· Evaluate historical trend to identify critical characteristics underlying each stage of economic development</li> <li>· Develop new models in forecasting the future development of industries which are closely related to bank's businesses</li> <li>· Integrate different economic theories in order to evaluate the present phenomenon, future economic prospects, economic and monetary policies of different governments for identifying high risk areas and business opportunities</li> </ul> |
|   |                            | 6.2  | Analyze current economic environment                   | Be able to: <ul style="list-style-type: none"> <li>· Analyze competitive or business environment from a broad perspective and anticipate trends and consequences in the absence of complete information</li> <li>· Analyze the market and economic environment critically by investigating industry trend, sales performance, competitive landscape, customer needs, SWOT, marketing activities and barriers to entry in the absence of complete information</li> <li>· Analyze relevant reports thoroughly before making decision</li> </ul>             |
|   |                            | 6.3  | Construct model to predict future economic development | Be able to: <ul style="list-style-type: none"> <li>· Formulate research programmes to collect market intelligence through communicating with appropriate parties around the world</li> <li>· Analyze market trends in detailed that goes beyond local geographic boundary on a periodic or project basis</li> <li>· Identify factors critical to future development; construct a model which can fit the data and test the validity of the model</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A detailed analysis on global economic development in the absence of complete information to specify the prospect of the world and key regions in the coming years. The analysis should cover different perspectives, data from different sources and estimations of different figures |  |   |
| 8   | <b>Remarks</b>             |  |  |   |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Global Business Acumen</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Analyze profit potential of different markets / regions  |
| <b>2</b>   | <b>Code</b>                | BRBDBG602A   |
| <b>3</b>   | <b>Range</b>               | Estimate the profit of a particular market / region. This applies to any potential market for retail banking products and services   |
| <b>4</b>   | <b>Level</b>               | 6  |
| <b>5</b>   | <b>Credit</b>              | 4  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Research on the economic development and customer characteristics of different markets / regions   |
|  |                            | 6.2 Anticipate return on investment  |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Analyze the business and legal environment of a market by studying different economic indicators</li> <li>· Conduct research on the profit potential of the market in the absence of complete information on the political, economic, social and technological development</li> <li>· Analyze the demographic information of the market to study its market segments and customer characteristics</li> </ul>   |
|  |                            | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Decide how certain features / functionality that are mostly desired by customers in the targeted market can be implemented and calculate the cost</li> <li>· Make assumption about the market environment, sales trends, customer behaviors and costs, etc. in the absence of complete information in order to forecast the sales results</li> <li>· Project the total costs of investment in the markets / regions by identifying all possible cost objects and predicting the pricing trends</li> <li>· Identify factor that might affect the sales revenue of different kinds of products and services</li> <li>· Design models to forecast and simulate sales results</li> <li>· Determine the best pricing model for every new products/services through testing out different sets of propositions and coming up with the model with highest return on investment</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Analysis on the profit potential of a market / region. The analysis should demonstrate clearly how the figures are arrived, the assumptions and factors that have been taken into consideration in the absence of complete information</p>  |
| <b>8</b>   | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Global Business Acumen</b> |                            |  |  |  |
|--|----------------------------|--|--|--|
| <b>1</b>   | <b>Title</b>               | Determine approach in achieving the business strategies  |  |  |
| <b>2</b>   | <b>Code</b>                | BRBDBG501A   |  |  |
| <b>3</b>   | <b>Range</b>               | Determine approach in achieving the major business strategies at a regional scale. This includes business plans such as merger and acquisition, entry into a new market, development of new products etc.                                |  |  |
| <b>4</b>   | <b>Level</b>               | 6  |  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|  |                            | 6.1  | Analyze the critical success factors of the strategy | Be able to: <ul style="list-style-type: none"> <li>· Analyze critically the corporate strategies in order to outline critical success factors to achieve the targets</li> <li>· Analyze bank's capability and past business development to identify potential obstacles and suggest solutions</li> </ul>   |
|  |                            | 6.2  | Identify actions necessary in achieving the strategy | Be able to: <ul style="list-style-type: none"> <li>· Identify actions required to achieve business strategies after analyzing the markets opportunities, competitors and bank's capabilities</li> <li>· Define and set clear direction for action items identified based on accurate judgment of the corporate strategies</li> </ul>   |
|  |                            | 6.3  | Select the most appropriate approach                 | Be able to: <ul style="list-style-type: none"> <li>· Identify possible approaches and anticipate the possible implications of the different approaches might have to other business and operational areas by understanding the interrelationship of different units across the bank</li> <li>· Anticipate the effectiveness and profitability of the approach with a view to enhance the reputation of the bank</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Proposal on approach in achieving the business strategies of the bank. The proposal should include analysis of a comprehensive range of data and anticipation of their impacts |  |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Global Business Acumen</b> |                            |  |   |   |
|--|----------------------------|--|---|---|
| <b>1</b>   | <b>Title</b>               | Develop business plan and action items for the identified business strategies  |   |   |
| <b>2</b>   | <b>Code</b>                | BRBDBG502A   |   |   |
| <b>3</b>   | <b>Range</b>               | Develop implementation details of a specific business plan. This applies to business plan of different kinds of business strategies  |   |   |
| <b>4</b>   | <b>Level</b>               | 5  |   |   |
| <b>5</b>   | <b>Credit</b>              | 4  |   |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|  |                            | 6.1  | Analyze business strategies and identify factors that may affect the implementation | Be able to: <ul style="list-style-type: none"> <li>· Analyze the business strategies and the goals to be achieved in order to develop the business plan</li> </ul>  |
|  |                            | 6.2  | Establish clear objectives for the business plan                                    | Be able to: <ul style="list-style-type: none"> <li>· Establish clear, long term business goals and set targets for the global Retail Banking business of the bank</li> <li>· Provide information about the resources needed in short term and long term; estimated return on investment; product sales forecast, progress milestones or market conditions; etc.</li> </ul>  |
|  |                            | 6.3  | Develop detailed action plan  | Be able to: <ul style="list-style-type: none"> <li>· Develop an effective and comprehensive business plan for respective global business initiatives</li> <li>· Make business decisions and devise detailed business plan with facts, figures or predictions with solid ground</li> <li>· Structure detailed implementation schedules, accountabilities and resources planning to support the business development plan</li> <li>· Set milestones and measurement parameters for progress tracking</li> <li>· Take steps to ensure action plans are conforming to the bank's standards and meeting regulatory requirements</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) An implementation plan on business initiatives. The plan should clearly outline the objectives, resources required, actions to be taken, responsible parties and time schedule etc. The plan should be based on analysis on the strategies and other relevant information, etc.</li> </ol> |   |   |
| <b>8</b>   | <b>Remarks</b>             |  |   |   |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Global Business Acumen</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Monitor implementation of business plan to ensure achievement of desired results   |  |
| <b>2</b>   | <b>Code</b>                | BRBDBG503A   |  |
| <b>3</b>   | <b>Range</b>               | Monitor implementation of a specific business plan. This applies to initiatives of regional scales or larger   |  |
| <b>4</b>   | <b>Level</b>               | 5  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Develop measurement metric to track and monitor the progress of business plan  | Be able to: <ul style="list-style-type: none"> <li>· Liaise with different units and business partners to develop quality standards and measurements of business plan performance</li> </ul>   |
|  |                            | 6.2 Monitor the implementation process   | Be able to: <ul style="list-style-type: none"> <li>· Oversee the deployment of resources effectively to ensure delivery of the targeted business results</li> <li>· Oversee the development and execution of comprehensive marketing strategies, including sales and presentation materials, marketing communication, road shows, and industry conferences</li> <li>· Identify any critical delay or discrepancy to relevant parties in a prompt manner</li> </ul>   |
|  |                            | 6.3 Develop measures to facilitate implementation process  | Be able to: <ul style="list-style-type: none"> <li>· Drive decisions and actions that accelerate long term goal attainment and implement the approved business plan thoroughly</li> <li>· Assist project management teams in setting priorities on outstanding issues, coordinate and organize project-related tasks to fulfill the goals of strategic business initiatives</li> <li>· Administer and review legal contracts and act as contact point with Corporate Legal Counsels / Company Secretary regarding planned business strategies</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Monitoring implementation of business initiatives so that actions are executed according to the stated plan and schedule. Suitable actions are taken to facilitate the progress of the implementation plan |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Global Business Acumen</b> |  |  |     |  |  |     |  |  |     |   |   |
|--|--|--|-----|--|--|-----|--|--|-----|---|---|
| <b>1</b>   | <b>Title</b>   | Evaluate achievement of business initiatives and improve their effectiveness   |     |  |  |     |  |  |     |   |   |
| <b>2</b>   | <b>Code</b>  | BRBDBG504A   |     |  |  |     |  |  |     |   |   |
| <b>3</b>   | <b>Range</b>   | Evaluate the effectiveness of a specific business initiative. This applies to large-scale initiatives at regional level  |     |  |  |     |  |  |     |   |   |
| <b>4</b>   | <b>Level</b>   | 5  |     |  |  |     |  |  |     |   |   |
| <b>5</b>   | <b>Credit</b>  | 4  |     |  |  |     |  |  |     |   |   |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Evaluate the performance of business initiatives based on different analyses</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze the results on different performance indicators and find reasons to explain the figures</li> <li>· Assess progress of the business plan implementation by checking against the milestones</li> <li>· Analyze tracking reports on business plan implementation to evaluate the process</li> <li>· Evaluate the achievement of business plan against the stated objectives</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Recommend improvements based on the analyses of outcomes achieved and changes in environment</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Identify gaps in existing performance and explore the causes by observing market trends to identify the bank competitive advantages and disadvantages such as pricing, product/service quality etc.</li> <li>· Evaluate what the competitors do and fine-tune the bank's business plans for sustaining competitiveness</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Demonstrate professionalism in evaluation and recommending improvement measures</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Take steps to ensure the measurement data are processed accurately and precisely</li> <li>· Set highest priority for customers' needs when structuring improvement measures</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Evaluate the performance of business initiatives based on different analyses | Be able to: <ul style="list-style-type: none"> <li>· Analyze the results on different performance indicators and find reasons to explain the figures</li> <li>· Assess progress of the business plan implementation by checking against the milestones</li> <li>· Analyze tracking reports on business plan implementation to evaluate the process</li> <li>· Evaluate the achievement of business plan against the stated objectives</li> </ul> | 6.2 | Recommend improvements based on the analyses of outcomes achieved and changes in environment | Be able to: <ul style="list-style-type: none"> <li>· Identify gaps in existing performance and explore the causes by observing market trends to identify the bank competitive advantages and disadvantages such as pricing, product/service quality etc.</li> <li>· Evaluate what the competitors do and fine-tune the bank's business plans for sustaining competitiveness</li> </ul> | 6.3 | Demonstrate professionalism in evaluation and recommending improvement measures | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure the measurement data are processed accurately and precisely</li> <li>· Set highest priority for customers' needs when structuring improvement measures</li> </ul> |
| 6.1  | Evaluate the performance of business initiatives based on different analyses                 | Be able to: <ul style="list-style-type: none"> <li>· Analyze the results on different performance indicators and find reasons to explain the figures</li> <li>· Assess progress of the business plan implementation by checking against the milestones</li> <li>· Analyze tracking reports on business plan implementation to evaluate the process</li> <li>· Evaluate the achievement of business plan against the stated objectives</li> </ul>   |     |  |  |     |  |  |     |   |   |
| 6.2  | Recommend improvements based on the analyses of outcomes achieved and changes in environment | Be able to: <ul style="list-style-type: none"> <li>· Identify gaps in existing performance and explore the causes by observing market trends to identify the bank competitive advantages and disadvantages such as pricing, product/service quality etc.</li> <li>· Evaluate what the competitors do and fine-tune the bank's business plans for sustaining competitiveness</li> </ul>   |     |  |  |     |  |  |     |   |   |
| 6.3  | Demonstrate professionalism in evaluation and recommending improvement measures              | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure the measurement data are processed accurately and precisely</li> <li>· Set highest priority for customers' needs when structuring improvement measures</li> </ul>  |     |  |  |     |  |  |     |   |   |
| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Evaluation of the business initiatives. The evaluation should include analysis on different performance indicators and explanation on how the outcome performance are affected by different factors</li> <li>(ii) Recommendations on improvement areas. The recommendations should be based on analyses of evaluation results and review of market trends</li> </ol>   |     |  |  |     |  |  |     |   |   |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |  |     |  |  |     |   |   |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |  |  |     |  |   |     |  |  |     |  |   |     |  |  |
|--|--|--|-----|--|---|-----|--|--|-----|--|---|-----|--|--|
| <b>1</b>   | <b>Title</b>   | Establish strategic human resources management policies  |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>2</b>   | <b>Code</b>  | BRBDBH601A   |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>3</b>   | <b>Range</b>   | Establish policies to govern human resources management in the bank. This covers different areas of human resources management such as recruitment, training, compensation and benefits, employment ordinances etc.  |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>4</b>   | <b>Level</b>   | 6  |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>5</b>   | <b>Credit</b>  | 4  |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on human resources management</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review and consolidate best practices in different areas of human resources management in order to design a suitable approach for the bank</li> <li>· Evaluate critically the culture, structure and needs of the bank when designing human resources policy in the absence of complete information</li> <li>· Acquire and develop knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfill compliance requirements</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop human resources management policies in different areas</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems</li> <li>· Involve business and operations units to develop strategic human resources management plans that provide a clear direction in human resources planning, recruitment, corporate performance management systems, organization development, corporate culture development, compensation strategy and training and development etc., for supporting the achievement of strategic business goals</li> <li>· Participate as a business partner in formulating strategic business goals and plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop reviewing mechanism to keep the policies updated</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements</li> <li>· Review operation, structure, manpower allocation and other human resources issues with business and operations units on a regular basis to update the policies when necessary</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Develop strategies to communicate human resources policies throughout the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank's human resources policies, guidelines and procedures</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on human resources management | Be able to: <ul style="list-style-type: none"> <li>· Review and consolidate best practices in different areas of human resources management in order to design a suitable approach for the bank</li> <li>· Evaluate critically the culture, structure and needs of the bank when designing human resources policy in the absence of complete information</li> <li>· Acquire and develop knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfill compliance requirements</li> </ul> | 6.2 | Develop human resources management policies in different areas | Be able to: <ul style="list-style-type: none"> <li>· Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems</li> <li>· Involve business and operations units to develop strategic human resources management plans that provide a clear direction in human resources planning, recruitment, corporate performance management systems, organization development, corporate culture development, compensation strategy and training and development etc., for supporting the achievement of strategic business goals</li> <li>· Participate as a business partner in formulating strategic business goals and plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank</li> </ul> | 6.3 | Develop reviewing mechanism to keep the policies updated | Be able to: <ul style="list-style-type: none"> <li>· Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements</li> <li>· Review operation, structure, manpower allocation and other human resources issues with business and operations units on a regular basis to update the policies when necessary</li> </ul> | 6.4 | Develop strategies to communicate human resources policies throughout the bank | Be able to: <ul style="list-style-type: none"> <li>· Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank's human resources policies, guidelines and procedures</li> </ul> |
| 6.1  | Conduct research on human resources management                                 | Be able to: <ul style="list-style-type: none"> <li>· Review and consolidate best practices in different areas of human resources management in order to design a suitable approach for the bank</li> <li>· Evaluate critically the culture, structure and needs of the bank when designing human resources policy in the absence of complete information</li> <li>· Acquire and develop knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfill compliance requirements</li> </ul>  |     |  |   |     |  |  |     |  |   |     |  |  |
| 6.2  | Develop human resources management policies in different areas                 | Be able to: <ul style="list-style-type: none"> <li>· Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems</li> <li>· Involve business and operations units to develop strategic human resources management plans that provide a clear direction in human resources planning, recruitment, corporate performance management systems, organization development, corporate culture development, compensation strategy and training and development etc., for supporting the achievement of strategic business goals</li> <li>· Participate as a business partner in formulating strategic business goals and plans on issues such as organization changes, human resources requirements and other human resources related issues and contribute to the positive reputation and image of the bank</li> </ul>   |     |  |   |     |  |  |     |  |   |     |  |  |
| 6.3  | Develop reviewing mechanism to keep the policies updated                       | Be able to: <ul style="list-style-type: none"> <li>· Establish inspection mechanisms to ensure that human resources policies, recruitment guidelines, employment opportunities, compensation, employee benefits and all employment activities are adhered to the most updated Employment Ordinance and other legal requirements</li> <li>· Review operation, structure, manpower allocation and other human resources issues with business and operations units on a regular basis to update the policies when necessary</li> </ul>  |     |  |   |     |  |  |     |  |   |     |  |  |
| 6.4  | Develop strategies to communicate human resources policies throughout the bank | Be able to: <ul style="list-style-type: none"> <li>· Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank's human resources policies, guidelines and procedures</li> </ul>   |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Establishment of an overall strategies in human resources management of the bank. The strategies should cover different aspects in human resources management which is based on analysis on different relevant factors and comparison of different practices in the absence of complete information  |     |  |   |     |  |  |     |  |   |     |  |  |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |   |     |  |  |     |  |   |     |  |  |

Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Human Resources Management |                            |  |  |  |
|---|----------------------------|--|--|--|
| 1   | <b>Title</b>               | Design organizational structure  |  |  |
| 2   | <b>Code</b>                | BRBDBH501A   |  |  |
| 3   | <b>Range</b>               | Design organizational structure for the whole bank by specifying the departments / functional units and the reporting lines. The structure should cover the whole bank with operations in different geographical locations   |  |  |
| 4   | <b>Level</b>               | 5  |  |  |
| 5   | <b>Credit</b>              | 4  |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|   |                            | 6.1  | Have specialized knowledge in organizational design                                      | Be able to: <ul style="list-style-type: none"> <li>· Identify factors affecting design of organizational structure and evaluate each factor against the bank's situations</li> <li>· Evaluate the business of the banks to identify the most suitable organizational design</li> </ul>   |
|   |                            | 6.2  | Identify job families required by the bank based on analyses of its corporate strategies | Be able to: <ul style="list-style-type: none"> <li>· Consult different (e.g. through interview with managers and employees) business and operations units to outline job families required by the bank and specify the structure and hierarchy among different job families</li> <li>· Compare different alternatives and determine a design of organizational structure which is the best fit with the business environment by endowing the bank with the required flexibility and nimbleness in making response</li> </ul>                                 |
|   |                            | 6.3  | Fit suitable job / position into the organizational structure                            | Be able to: <ul style="list-style-type: none"> <li>· Determine the number of levels for job families, appropriate job grades for each level and primary functions of each job position</li> <li>· Develop matrix of jobs across functions, units and accountabilities in accordance with the required tasks and forecasted business plans</li> <li>· Compare the matrix with information from both the bank's structure and the industry-wide market</li> <li>· Develop career ladder for all ranks of jobs for each business or operations units</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) An organizational structure which specifies the hierarchy among different units in the bank. The design should be able to cover different functions and business of the bank. Moreover, it should be based on analysis of related design parameters and comparison of different alternatives |  |  |
| 8   | <b>Remarks</b>             |  |  |  |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |                            |  |   |  |
|--|----------------------------|--|---|--|
| <b>1</b>   | <b>Title</b>               | Devise compensation and benefits scheme in alignment with business needs   |   |  |
| <b>2</b>   | <b>Code</b>                | BRBDBH502A   |   |  |
| <b>3</b>   | <b>Range</b>               | Develop the compensation and benefits scheme for different positions in the bank. This applies to position of different job families and ranks   |   |  |
| <b>4</b>   | <b>Level</b>               | 5  |   |  |
| <b>5</b>   | <b>Credit</b>              | 4  |   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Develop policies on compensation and benefits                         | Be able to: <ul style="list-style-type: none"> <li>· Develop policies on compensation and benefits which can: <ul style="list-style-type: none"> <li>- Maintain balance between interests of operating the bank within the fiscal budget</li> <li>- Attract, develop, retain, and reward high quality employees through wages, salaries, employment benefits and other incentives</li> <li>- Maintain competitiveness with the prevailing rates for similar employment in the labor markets</li> </ul> </li> </ul>                             |
|  |                            | 6.2  | Decide the pay structure and compensation package for different posts | Be able to: <ul style="list-style-type: none"> <li>· Decide pay structures with consideration of market trend and opinions of line management for different levels and categories of employees, based on the value or worth of the respective jobs or positions</li> <li>· Upkeep of industry's trend on remuneration package and devise competitive compensation and benefits scheme</li> <li>· Decide the mechanism in awarding performance bonus</li> <li>· Design benefits package for different ranks of employees in the bank</li> </ul> |
|  |                            | 6.3  | Review compensation and benefit package on a regular basis            | Be able to: <ul style="list-style-type: none"> <li>· Develop reviewing mechanism for merit raises and other pay increases, such as cost-of-living adjustments, bonuses, annual reviews, and promotion</li> <li>· Review salary for individual positions by comparing the market offers and the bank's remuneration scheme</li> <li>· Work out salary adjustments when appropriate by conducting thorough cost impact analysis</li> </ul>   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Design of pay structures which cover salary, benefits, performance bonus etc. Analysis should be conducted so that the design should be able to reward individual fairly and provide enough motivation to employees</li> </ul> |   |  |
| <b>8</b>   | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Evaluate and implement learning and development policies and strategies  |  |
| <b>2</b>   | <b>Code</b>                | BRBDBH503A   |  |
| <b>3</b>   | <b>Range</b>               | Design training and development programmes. This applies to employees of different ranks, job families and positions   |  |
| <b>4</b>   | <b>Level</b>               | 5  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1  | Evaluate policies in training and development<br>Be able to:<br>· Evaluate policies on training and development to design training activities which can match with human resources development strategy and to support the growth of the bank  |
|  |                            | 6.2  | Identify learning and development needs of different units<br>Be able to:<br>· Conduct training needs analysis in different units to identify specific gaps in skills and knowledge<br>· Collaborate with different units to identify skills and knowledge required to support bank's business strategies and initiatives  |
|  |                            | 6.3  | Provision of training and learning opportunities to different employees<br>Be able to:<br>· Ensure that talented employees are nurtured through providing consistent training support and work exposures, together with well defined career path within the bank<br>· Train and advise line management in coaching / counseling, performance review, safety, and other areas of strategic competency enhancement on regular basis<br>· Develop programmes on job rotations for career development in order to retain competent employees |
|  |                            | 6.4  | Build a learning culture in the bank<br>Be able to:<br>· Promote a continuous learning culture by providing monetary and/or non-monetary (e.g. e-learning and learning centers) resources for employees to help obtain higher academic / professional / technical qualifications   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of different kinds of learning activities. The activities should be based on the training and developmental needs of individual employees and corporate objectives |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |   |   |     |   |  |     |  |   |     |  |   |
|--|---|---|-----|---|--|-----|--|---|-----|--|---|
| <b>1</b>   | <b>Title</b>  | Establish and maintain effective human resources information systems and guidelines   |     |   |  |     |  |   |     |  |   |
| <b>2</b>   | <b>Code</b>   | BRBDBH504A  |     |   |  |     |  |   |     |  |   |
| <b>3</b>   | <b>Range</b>  | Set up information system for different business areas throughout the bank to process and store all data related to human resources management guidelines and operations  |     |   |  |     |  |   |     |  |   |
| <b>4</b>   | <b>Level</b>  | 5   |     |   |  |     |  |   |     |  |   |
| <b>5</b>   | <b>Credit</b>   | 4   |     |   |  |     |  |   |     |  |   |
| <b>6</b>   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop guidelines in operating human resources information systems</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop guidelines to ensure the deployment of a comprehensive human resources management system for effective (manpower) human resources planning and people development</li> <li>· Develop guidelines in documentation of personnel record according to needs in human resources management and regulatory requirement</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Build human resources information system</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze existing processes in human resources management and identify how the use of IT can streamline and speed up the whole processes</li> <li>· Design an effective system which is the best fit with the bank's operation by consulting different stakeholders</li> <li>· Coordinate with Information Technology unit and/or external system vendor to enhance the human resources information system's effectiveness</li> <li>· Develop a system which can reduce implementation time and eliminate all possible issues associated with server and mainframe applications in collaboration with Information Technology and/or external system vendor</li> <li>· Build in security measures in the system to ensure confidential data are handled with highest level of sensitivity and integrity</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Monitor operations of the system for ongoing improvement</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Review and audit periodically to ensure the accuracy of employee record including personal histories, bio-data, skills, CPT data and experiences to payroll records</li> <li>· Monitor and ensure system's security and performance level up to standard and carry out contingency plans for system breakdown when necessary</li> <li>· Identify improvement areas after analyzing the data obtained through monitoring</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop guidelines in operating human resources information systems | Be able to: <ul style="list-style-type: none"> <li>· Develop guidelines to ensure the deployment of a comprehensive human resources management system for effective (manpower) human resources planning and people development</li> <li>· Develop guidelines in documentation of personnel record according to needs in human resources management and regulatory requirement</li> </ul> | 6.2 | Build human resources information system | Be able to: <ul style="list-style-type: none"> <li>· Analyze existing processes in human resources management and identify how the use of IT can streamline and speed up the whole processes</li> <li>· Design an effective system which is the best fit with the bank's operation by consulting different stakeholders</li> <li>· Coordinate with Information Technology unit and/or external system vendor to enhance the human resources information system's effectiveness</li> <li>· Develop a system which can reduce implementation time and eliminate all possible issues associated with server and mainframe applications in collaboration with Information Technology and/or external system vendor</li> <li>· Build in security measures in the system to ensure confidential data are handled with highest level of sensitivity and integrity</li> </ul> | 6.3 | Monitor operations of the system for ongoing improvement | Be able to: <ul style="list-style-type: none"> <li>· Review and audit periodically to ensure the accuracy of employee record including personal histories, bio-data, skills, CPT data and experiences to payroll records</li> <li>· Monitor and ensure system's security and performance level up to standard and carry out contingency plans for system breakdown when necessary</li> <li>· Identify improvement areas after analyzing the data obtained through monitoring</li> </ul> |
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| 6.2  | Build human resources information system                            | Be able to: <ul style="list-style-type: none"> <li>· Analyze existing processes in human resources management and identify how the use of IT can streamline and speed up the whole processes</li> <li>· Design an effective system which is the best fit with the bank's operation by consulting different stakeholders</li> <li>· Coordinate with Information Technology unit and/or external system vendor to enhance the human resources information system's effectiveness</li> <li>· Develop a system which can reduce implementation time and eliminate all possible issues associated with server and mainframe applications in collaboration with Information Technology and/or external system vendor</li> <li>· Build in security measures in the system to ensure confidential data are handled with highest level of sensitivity and integrity</li> </ul>   |     |   |  |     |  |   |     |  |   |
| 6.3  | Monitor operations of the system for ongoing improvement            | Be able to: <ul style="list-style-type: none"> <li>· Review and audit periodically to ensure the accuracy of employee record including personal histories, bio-data, skills, CPT data and experiences to payroll records</li> <li>· Monitor and ensure system's security and performance level up to standard and carry out contingency plans for system breakdown when necessary</li> <li>· Identify improvement areas after analyzing the data obtained through monitoring</li> </ul>   |     |   |  |     |  |   |     |  |   |
| <b>7</b>   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Development of human resources information systems together with operating guidelines. Moreover, the design should be based on analysis of user requirements and the bank's operations</li> <li>(ii) Monitoring the operations and effectiveness of the system and suggest improvement measures after analyzing the results</li> </ol>  |     |   |  |     |  |   |     |  |   |
| <b>8</b>   | <b>Remarks</b>  |   |     |   |  |     |  |   |     |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |   |  |     |  |  |     |   |   |     |  |  |
|--|---|--|-----|--|--|-----|---|---|-----|--|--|
| <b>1</b>   | <b>Title</b>  | Perform manpower planning  |     |  |  |     |   |   |     |  |  |
| <b>2</b>   | <b>Code</b>   | BRBDBH401A   |     |  |  |     |   |   |     |  |  |
| <b>3</b>   | <b>Range</b>  | Perform manpower planning for an individual department according to the strategies of the bank in the foreseeable future period of time. This includes manpower for different business and operations and should cover employees of different ranks  |     |  |  |     |   |   |     |  |  |
| <b>4</b>   | <b>Level</b>  | 4  |     |  |  |     |   |   |     |  |  |
| <b>5</b>   | <b>Credit</b>   | 3  |     |  |  |     |   |   |     |  |  |
| <b>6</b>   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Plan manpower needs for the foreseeable future</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Collect relevant data and compile a report to facilitate the planning of manpower needs of the department in order to support the bank's development strategies and business needs</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Prepare for the recruitment of additional headcount with justification when necessary</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Present justified evidence and budget for additional or unbudgeted headcount needs</li> <li>· Work with recruitment officer / team and to develop recruitment guidelines and criteria for individual jobs or positions so as to facilitate proper selection</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Plan and implement succession planning based on strategic requirements</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop talent pool for succession</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Plan manpower needs for the foreseeable future | Be able to: <ul style="list-style-type: none"> <li>· Collect relevant data and compile a report to facilitate the planning of manpower needs of the department in order to support the bank's development strategies and business needs</li> </ul> | 6.2 | Prepare for the recruitment of additional headcount with justification when necessary | Be able to: <ul style="list-style-type: none"> <li>· Present justified evidence and budget for additional or unbudgeted headcount needs</li> <li>· Work with recruitment officer / team and to develop recruitment guidelines and criteria for individual jobs or positions so as to facilitate proper selection</li> </ul> | 6.3 | Plan and implement succession planning based on strategic requirements | Be able to: <ul style="list-style-type: none"> <li>· Develop talent pool for succession</li> </ul> |
| 6.1  | Plan manpower needs for the foreseeable future  | Be able to: <ul style="list-style-type: none"> <li>· Collect relevant data and compile a report to facilitate the planning of manpower needs of the department in order to support the bank's development strategies and business needs</li> </ul>   |     |  |  |     |   |   |     |  |  |
| 6.2  | Prepare for the recruitment of additional headcount with justification when necessary | Be able to: <ul style="list-style-type: none"> <li>· Present justified evidence and budget for additional or unbudgeted headcount needs</li> <li>· Work with recruitment officer / team and to develop recruitment guidelines and criteria for individual jobs or positions so as to facilitate proper selection</li> </ul>  |     |  |  |     |   |   |     |  |  |
| 6.3  | Plan and implement succession planning based on strategic requirements                | Be able to: <ul style="list-style-type: none"> <li>· Develop talent pool for succession</li> </ul>   |     |  |  |     |   |   |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of manpower plan for an individual department. The plan should state clearly the number and types of employees needed together with the justification on how the manpower plan can provide adequate support to the bank's strategies</li> <li>(ii) A report or proposal for the acquisition of additional headcount with sound justification and detailed selection criteria which can fulfill the general guidelines of the bank</li> </ol>   |     |  |  |     |   |   |     |  |  |
| <b>8</b>   | <b>Remarks</b>  |  |     |  |  |     |   |   |     |  |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |                            |   |   |   |
|--|----------------------------|---|---|---|
| <b>1</b>   | <b>Title</b>               | Define the job role of each position and conduct job evaluation   |   |   |
| <b>2</b>   | <b>Code</b>                | BRBDBH402A  |   |   |
| <b>3</b>   | <b>Range</b>               | Specify the requirements and worth of each job. This applies to job of different ranks, positions and departments   |   |   |
| <b>4</b>   | <b>Level</b>               | 4   |   |   |
| <b>5</b>   | <b>Credit</b>              | 3   |   |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|  |                            | 6.1   | Possess knowledge in job analysis and job evaluation  | Be able to: <ul style="list-style-type: none"> <li>Understand the approaches in conducting job analysis and job evaluation so as to carry out the tasks independently</li> </ul>  |
|  |                            | 6.2   | Conduct job analysis to specify tasks performed and competencies required by different jobs / positions | Be able to: <ul style="list-style-type: none"> <li>Define core and functional competencies that are required for respective jobs and positions in the bank</li> <li>Conduct task analysis in different business and operations units and determine what tasks should be accomplished by whom and identify the core and functional competencies required</li> </ul>  |
|  |                            | 6.3   | Prepare job descriptions for different jobs / positions   | Be able to: <ul style="list-style-type: none"> <li>Prepare job descriptions with specific requirements on knowledge, skills, working experience and academic / professional / technical qualifications for every job or position and review the worth of maintaining a position on regular basis</li> <li>Seek consensus of line managers on job descriptions of their functional areas; then adjust and finalize the job descriptions</li> </ul> |
|  |                            | 6.4   | Evaluate the worth of the job in the market   | Be able to: <ul style="list-style-type: none"> <li>Conduct job evaluation to calculate the worth of different skills required by a job or position</li> <li>Classify and arrange jobs or positions with respect to their value or worth to the bank by considering either their ranking, classification, factor comparison or other suitable method</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of job descriptions for different positions. The descriptions should describe clearly the major job duties of different positions</li> <li>Calculation of the value or worth of different jobs . The calculation should be based on job evaluation model adopted by the bank</li> </ol> |   |   |
| <b>8</b>   | <b>Remarks</b>             |   |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Identify suitable person to fill up job vacancy   |  |
| <b>2</b>   | <b>Code</b>                | BRBDBH403A  |  |
| <b>3</b>   | <b>Range</b>               | Process activities related to personnel recruitment or movement. This applies to recruitment or movement of different ranks and positions of employees  |  |
| <b>4</b>   | <b>Level</b>               | 4   |  |
| <b>5</b>   | <b>Credit</b>              | 3   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Understand bank policy in personnel management  | Be able to: <ul style="list-style-type: none"> <li>Understand bank policy in regards to personnel administration including recruiting, interviewing, testing, and selection procedures</li> <li>Understand the job requirements, job specification and urgency of the vacancy for executing suitable processes</li> </ul>  |
|  |                            | 6.2 Attract or source suitable candidates who can fulfill requirements of job vacancies   | Be able to: <ul style="list-style-type: none"> <li>Conduct recruitment according to the recruitment process and standards</li> <li>Take steps to ensure that the recruitment advertisement is published at appropriate channels and time</li> <li>Deal with external agencies (e.g. advertising firms, job search etc.) when needed to source and attract right candidates for meeting the manpower needs of the business</li> <li>Administer and provide overall support to global trainee program if applicable</li> </ul> |
|  |                            | 6.3 Participate in the selection of suitable candidate for respective post  | Be able to: <ul style="list-style-type: none"> <li>Ensure lawful identity of applicants</li> <li>Conduct interviews in accordance with recruitment guidelines</li> <li>Select suitable candidates who can fit the requirements stated on job descriptions in accordance with the bank's recruitment policies and procedures</li> <li>Complete all engagement formalities (e.g. reference check, offer letter) and conduct orientation for the new recruits on the first day of employment</li> </ul>                         |
|  |                            | 6.4 Handle personnel movement   | Be able to: <ul style="list-style-type: none"> <li>Arrange replacement through internal transfer (e.g. movement between departments, secondment from subsidiaries / overseas) or promotion before pursuing external recruitment when appropriate</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Execution of recruitment or staff movement after judging the situations and nature of the job vacancy in order to provide suitable persons for different jobs |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Human Resources Management |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Implement performance management system   |  |
| 2   | <b>Code</b>                | BRBDBH404A  |  |
| 3   | <b>Range</b>               | Implement performance management system throughout the whole business area  |  |
| 4   | <b>Level</b>               | 4   |  |
| 5   | <b>Credit</b>              | 3   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Understand performance management system of the bank  | Be able to: <ul style="list-style-type: none"> <li>Summarize the design of the performance management system of the bank which include the philosophy, measurement metric, assessment mechanism, process etc. in order to implement the system independently</li> <li>Review the execution procedures of performance management system in order to ensure fair measurement on employees' work performance</li> </ul>   |
|   |                            | 6.2 Provide support at each stage of the performance management cycle   | Be able to: <ul style="list-style-type: none"> <li>Provide administration of performance management system to ensure effectiveness, compliance, and equity within the bank</li> <li>Coordinate the process in performance management such as distributing assessment forms and guidelines, collecting assessment report and handling enquiries and complaints etc.</li> <li>Collect and maintain record on performance assessment of all units</li> </ul>            |
|   |                            | 6.3 Educate bank's employees on performance management system   | Be able to: <ul style="list-style-type: none"> <li>Introduce performance management system to the bank staff and ensure all of them can understand its philosophy and mechanism</li> <li>Assist line management to understand the philosophy of the bank's performance management system and provide assistance in enhancing their skills in conducting performance review (e.g. benchmarking of results across all levels and functions within the bank)</li> </ul> |
|   |                            | 6.4 Apply actions based on the results of performance appraisal   | Be able to: <ul style="list-style-type: none"> <li>Extend or terminate probationary period of the new recruits appropriately based on their performance and the bank's business requirements</li> <li>Assist line managers to provide counseling / coaching to under-performing staff</li> <li>Review assessment results and assist in aligning results with compensation</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Provision of administrative and advisory support in performance management. The execution of administrative work should be in accordance to bank's procedures and time schedule to ensure a smooth completion of the performance management cycle</li> <li>Provide education activities to different kinds of staff to ensure their understanding on the systems</li> <li>Execution of different kinds of follow-up actions according to the results of performance assessment</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Human Resources Management |                            |   |   |   |
|---|----------------------------|---|---|---|
| 1   | <b>Title</b>               | Provide HR operation support on compensation and benefits   |   |   |
| 2   | <b>Code</b>                | BRBDBH405A  |   |   |
| 3   | <b>Range</b>               | Provide HR administration support during the implementation of compensation and benefits policy   |   |   |
| 4   | <b>Level</b>               | 4   |   |   |
| 5   | <b>Credit</b>              | 3   |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |   |
|   |                            | 6.1   | Produce report on compensation and benefits   | Be able to: <ul style="list-style-type: none"> <li>· Collect data on employee participation in benefits programs ranging from healthcare, insurance policy, pension plan to profit sharing or stock option plans if any</li> <li>· Consolidate payroll and personal data for each employee and update regularly</li> <li>· Produce report on compensation and benefits which can be customized to the request of different parties</li> </ul> |
|   |                            | 6.2   | Keep different parties updated about the latest development in compensation and benefits policies | Be able to: <ul style="list-style-type: none"> <li>· Inform and update financial management unit of the bank with details of time and changes in compensation and benefits scheme and ensure relevant staff keep confidentiality of salary information and personal data of employees</li> <li>· Communicate with employees if there is any change in the compensation and benefits policy</li> </ul>   |
|   |                            | 6.3   | Source and coordinate with service providers of benefit scheme                                    | Be able to: <ul style="list-style-type: none"> <li>· Conduct periodic negotiations of insurance contracts for life, health, dental, employee compensation, disability insurances, and employee assistance program to ensure the quality of benefits programmes</li> <li>· Reflect employee's feedback to vendors to bring better services and benefits to employees</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Report on data related to compensation and benefits which can fulfill the request of different parties</li> <li>(ii) Carrying out actions to communication changes in the compensation and benefits policies to different staff</li> <li>(iii) Carrying out suitable actions to ensure the quality of vendors of the benefits programmes</li> </ul> |   |   |
| 8   | <b>Remarks</b>             |   |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |  |   |     |  |   |     |  |   |     |   |  |
|--|--|---|-----|--|---|-----|--|---|-----|---|--|
| <b>1</b>   | <b>Title</b>   | Provide learning solutions for people development   |     |  |   |     |  |   |     |   |  |
| <b>2</b>   | <b>Code</b>  | BRBDBH406A  |     |  |   |     |  |   |     |   |  |
| <b>3</b>   | <b>Range</b>   | Provide different kinds of learning activities (through in-house or external institutions). This applies to learning activities for employees of different ranks, job families and positions  |     |  |   |     |  |   |     |   |  |
| <b>4</b>   | <b>Level</b>   | 4   |     |  |   |     |  |   |     |   |  |
| <b>5</b>   | <b>Credit</b>  | 3   |     |  |   |     |  |   |     |   |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand the objectives of different learning activities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the training needs and outcomes to be achieved for each learning activity in order to select suitable learning activities</li> <li>· Review existing programmes in the market and in-house training programme to see whether they can achieve the objectives</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide learning activities (both internal and external) to train staff for business needs</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Prepare requests for proposals, interview and select external consultants; negotiate contracts, manage workflow, set expectations and priorities as well as monitor outcomes</li> <li>· Ensure that in-house training (including e-learning) activities are planned to meet current and future business and employee needs</li> <li>· Prepare course handouts or other learning materials to facilitate training delivery</li> <li>· Provide a comfortable and convenient learning environment for training classes and necessary facilities to facilitate the delivery</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Arrange staff to attend different learning activities</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Structure annual training plans to ensure training activities will not disrupt the daily operations of the bank</li> <li>· Arrange employees to join suitable in-house training or approve their attendance to external programs for career development</li> <li>· Provide guidelines and administrative support on application of examination or course fee claims if appropriate</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand the objectives of different learning activities | Be able to: <ul style="list-style-type: none"> <li>· Understand the training needs and outcomes to be achieved for each learning activity in order to select suitable learning activities</li> <li>· Review existing programmes in the market and in-house training programme to see whether they can achieve the objectives</li> </ul> | 6.2 | Provide learning activities (both internal and external) to train staff for business needs | Be able to: <ul style="list-style-type: none"> <li>· Prepare requests for proposals, interview and select external consultants; negotiate contracts, manage workflow, set expectations and priorities as well as monitor outcomes</li> <li>· Ensure that in-house training (including e-learning) activities are planned to meet current and future business and employee needs</li> <li>· Prepare course handouts or other learning materials to facilitate training delivery</li> <li>· Provide a comfortable and convenient learning environment for training classes and necessary facilities to facilitate the delivery</li> </ul> | 6.3 | Arrange staff to attend different learning activities | Be able to: <ul style="list-style-type: none"> <li>· Structure annual training plans to ensure training activities will not disrupt the daily operations of the bank</li> <li>· Arrange employees to join suitable in-house training or approve their attendance to external programs for career development</li> <li>· Provide guidelines and administrative support on application of examination or course fee claims if appropriate</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of learning activities in a timely manner. The content of activities should cover major topics in the subject areas. Moreover, the schedule of the learning activities can fit with the bank's operations</li> </ol>  |     |  |   |     |  |   |     |   |  |
| <b>8</b>   | <b>Remarks</b>   |   |     |  |   |     |  |   |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |  |  |     |  |  |     |  |  |     |  |  |
|--|--|--|-----|--|--|-----|--|--|-----|--|--|
| <b>1</b>   | <b>Title</b>   | Execute employee engagement plan and activities  |     |  |  |     |  |  |     |  |  |
| <b>2</b>   | <b>Code</b>  | BRBDBH407A   |     |  |  |     |  |  |     |  |  |
| <b>3</b>   | <b>Range</b>   | Develop initiatives to engage employees. This applies to different kinds of initiatives targeted to employees of different ranks, job families and positions   |     |  |  |     |  |  |     |  |  |
| <b>4</b>   | <b>Level</b>   | 4  |     |  |  |     |  |  |     |  |  |
| <b>5</b>   | <b>Credit</b>  | 3  |     |  |  |     |  |  |     |  |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Manage employee relations to create a harmonious working environment</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Strike a balance between the interests of employees and the bank when implementing new policies</li> <li>· Represent the bank to deal with employee affairs when appropriate</li> <li>· Advise management in appropriate resolution of employee relations issues</li> <li>· Review grievance case and collect relevant information for investigation, provide fair hearing or suggest constructive actions for resolving the situation</li> <li>· Keep accurate record of employee disputes and grievances</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide different channels to facilitate communication between banks and different staff</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Carry out staff consultation (e.g. employee survey) and communication channels for cultivating an open and friendly culture for communication within the bank; also make sure HR information is easily accessible and staff members are well informed of new development</li> <li>· Conduct exit interview for obtaining honest feedback from terminated employees so as to identify specific issues or possible problem areas causing employee turnover in the bank</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Cultivate employee's loyalty to the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Organize employee relations programs and activities to foster harmonious and healthy relationship within the bank (e.g. caring programs, employee relations programs, annual dinner)</li> <li>· Arrange recognition and reward to employees for their contribution to corporate success</li> <li>· Provide different facilities to cater for various staff needs (e.g. flexible working hours, gym facilities) after collecting and reviewing their opinions</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Manage employee relations to create a harmonious working environment | Be able to: <ul style="list-style-type: none"> <li>· Strike a balance between the interests of employees and the bank when implementing new policies</li> <li>· Represent the bank to deal with employee affairs when appropriate</li> <li>· Advise management in appropriate resolution of employee relations issues</li> <li>· Review grievance case and collect relevant information for investigation, provide fair hearing or suggest constructive actions for resolving the situation</li> <li>· Keep accurate record of employee disputes and grievances</li> </ul> | 6.2 | Provide different channels to facilitate communication between banks and different staff | Be able to: <ul style="list-style-type: none"> <li>· Carry out staff consultation (e.g. employee survey) and communication channels for cultivating an open and friendly culture for communication within the bank; also make sure HR information is easily accessible and staff members are well informed of new development</li> <li>· Conduct exit interview for obtaining honest feedback from terminated employees so as to identify specific issues or possible problem areas causing employee turnover in the bank</li> </ul> | 6.3 | Cultivate employee's loyalty to the bank | Be able to: <ul style="list-style-type: none"> <li>· Organize employee relations programs and activities to foster harmonious and healthy relationship within the bank (e.g. caring programs, employee relations programs, annual dinner)</li> <li>· Arrange recognition and reward to employees for their contribution to corporate success</li> <li>· Provide different facilities to cater for various staff needs (e.g. flexible working hours, gym facilities) after collecting and reviewing their opinions</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Handling of issues related to employee relations so as to prevent grievances and nurture a harmonious relationship with employees</li> <li>(ii) Provision of different communication programmes to allow employees voicing out their opinions for management's consideration</li> <li>(iii) Provision of different programmes to build loyalty to the bank</li> </ol>  |     |  |  |     |  |  |     |  |  |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |  |     |  |  |     |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Human Resources Management</b> |                            |  |  |   |
|--|----------------------------|--|--|---|
| <b>1</b>   | <b>Title</b>               | Execute disciplinary actions   |  |   |
| <b>2</b>   | <b>Code</b>                | BRBDBH408A   |  |   |
| <b>3</b>   | <b>Range</b>               | Execute disciplinary actions. This refers to disciplinary actions of different kinds which applies to employees of different ranks, job families and positions |  |   |
| <b>4</b>   | <b>Level</b>               | 4  |  |   |
| <b>5</b>   | <b>Credit</b>              | 3  |  |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|  |                            | 6.1  | Understand policy on staff discipline  | Be able to: <ul style="list-style-type: none"> <li>· Understand different kinds of professional guidelines / codes of conduct in order to execute appropriate disciplinary action independently</li> </ul>  |
|  |                            | 6.2  | Implement disciplinary actions   | Be able to: <ul style="list-style-type: none"> <li>· Consider suitable penalties such as verbal warning, monetary penalty, demotion, compulsory retirement or dismissal depending on the seriousness of the misconduct</li> <li>· Ensure disciplinary actions are taken into effect when employees fail to observe the regulations and official instructions of the bank or misconduct themselves in any manner</li> <li>· Execute informal disciplinary action for minor and isolated cases of misconduct such as lateness for duty by giving verbal / written warning</li> <li>· Keep responsible managers informed of the planning and progress of the disciplinary actions</li> </ul> |
|  |                            | 6.3  | Follow cases of disciplinary action to help involved employee to get improvement | Be able to: <ul style="list-style-type: none"> <li>· Document disciplinary actions taken and update employee's personal record</li> <li>· Oversee the progress of coaching / counseling provided to the misbehaved employee or provide advise to the responsible managers if appropriate</li> <li>· Review the situation after coaching / counseling or give advice to the responsible managers for follow-up actions if appropriate</li> </ul>   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Execution of appropriate disciplinary actions according to the seriousness of the misconduct         |  |   |
| <b>8</b>   | <b>Remarks</b>             |  |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Management |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Design financial management framework   |  |
| 2   | <b>Code</b>                | BRBDBF601A  |  |
| 3   | <b>Range</b>               | Establish framework in financial management for different business areas throughout the bank. The framework should cover different operations which can have impact on financial status of the bank   |  |
| 4   | <b>Level</b>               | 6   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Conduct research on financial management  | Be able to: <ul style="list-style-type: none"> <li>· Analyze factors which have impact on financial health of the bank in the absence of complete information</li> <li>· Compare different alternatives in financial management framework and choose the most appropriate approach according to the bank's context</li> <li>· Analyze relevant regulatory requirements and identify the implications on financial management</li> </ul>  |
|   |                            | 6.2 Design framework in financial management  | Be able to: <ul style="list-style-type: none"> <li>· Set financial management policies, practices and procedures of operation (e.g. security policies and procedures manual, guidelines in book-keeping, cash receipt/payment, reimbursement, etc.) for the bank</li> <li>· Design financial management framework which can provide good internal control to safeguard the bank's assets</li> <li>· Build a reliable and secure financial management system with the aid of Information Technology unit to monitor the financial health of the bank</li> </ul> |
|   |                            | 6.3 Define authority and process in regulating fund movement  | Be able to: <ul style="list-style-type: none"> <li>· Define clear and appropriate approval paths or authorization for different kinds of monetary transactions within the bank and take appropriate actions to ensure effective operation</li> <li>· Set up standardized inter-department fund transfer mechanism for the bank and facilitate intra-bank transfer of funds with descriptive data from one business or operations unit to another</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of financial management framework. The framework should be able to monitor all activities which are critical to financial status of the bank. The design should be based on analysis on factors affecting the bank's financial health in the absence of complete information and comparison of different alternatives |  |
| 8   | <b>Remarks</b>             |   |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |  |  |   |
|--|----------------------------|--|--|---|
| <b>1</b>   | <b>Title</b>               | Prepare budget to support business development strategies  |  |   |
| <b>2</b>   | <b>Code</b>                | BRBDBF501A   |  |   |
| <b>3</b>   | <b>Range</b>               | Prepare budget for particular business initiatives. This applies to budget for major business development activities other than product development, sales and marketing   |  |   |
| <b>4</b>   | <b>Level</b>               | 5  |  |   |
| <b>5</b>   | <b>Credit</b>              | 4  |  |   |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |   |
|  |                            | 6.1  | Evaluate the business initiative to estimate amount of capital investment required | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the business initiative to identify and estimate the value of all expenditure items</li> <li>· Protect bank from unnecessary risks by evaluating the expected return and the optimal amount of capital investment required</li> </ul>   |
|  |                            | 6.2  | Forecast the financial status of the bank  | Be able to: <ul style="list-style-type: none"> <li>· Collaborate with different business and operations units in preparing proper financial forecast timely and accurately so as to master the overall financial status of the bank</li> <li>· Identify the time the bank will be strapped for cash according to compiled cash flow forecast and provide solutions to minimize the stress</li> </ul>  |
|  |                            | 6.3  | Prepare a budget plan for the business initiative                                  | Be able to: <ul style="list-style-type: none"> <li>· Prioritize expenses items and resources in accordance with their importance and risk levels</li> <li>· Prepare budget which can make the best use of cash or liquid resources and generating optimal profit</li> <li>· Identify possible areas of saving in the budget and work out action plans to specify how to conform with and achieve the revised budget</li> <li>· Identify a “feedback” mechanism on the actual expenditure vs. forecasts so as to improve the forecasting models</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) A budget on a particular business initiative. The budget should be based on a thorough analysis of the business initiatives, return on investment and bank's financial forecast etc. |  |   |
| <b>8</b>   | <b>Remarks</b>             |  |  |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |   |
|--|----------------------------|---|
| <b>1</b>   | <b>Title</b>               | Manage inflow cash and collection mechanisms  |
| <b>2</b>   | <b>Code</b>                | BRBDBF502A  |
| <b>3</b>   | <b>Range</b>               | Manage cash movement with the bank's debtors. This applies to debts of different types and amounts  |
| <b>4</b>   | <b>Level</b>               | 5   |
| <b>5</b>   | <b>Credit</b>              | 4   |
| <b>6</b>   | <b>Competency</b>          | <p><b>Performance Requirement</b></p> <p>6.1 Develop debt management policies of the bank      Be able to:</p> <ul style="list-style-type: none"> <li>· Design and implement debt management and credit management policy which can protect financial interest of the bank</li> <li>· Determine interest liability of debtors to compensate for the lost value of delayed payments when necessary</li> </ul> <p>6.2 Develop measures in managing cash movement of debtor accounts      Be able to:</p> <ul style="list-style-type: none"> <li>· Design the process in receiving deposit information, initiating fund transfers, and concentrating daily deposits made through multiple collection mechanisms into the bank's account</li> <li>· Design guidelines in providing information to verify deposits, transfers, and adjustment to reconcile debtor accounts</li> <li>· Design guidelines to provide debtors with appropriate information about the transaction either by invoice, letter or other means</li> </ul> <p>6.3 Design monitoring measures of collection processes      Be able to:</p> <ul style="list-style-type: none"> <li>· Increase effectiveness by developing monitoring measures on debtors' settlement of recurring payments to spot irregularity and take appropriate actions</li> <li>· Design debt management services in all income receiving departments to improve quality of the bank's financial management with effective debt collection</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Development of debts management policy and related measures which can minimize bad debts of the bank. The policy should cover a sound system on managing debtor's accounts and effective collection processes</p>  |
| <b>8</b>   | <b>Remarks</b>             |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |  |  |     |  |  |     |                              |  |
|--|--|--|-----|--|--|-----|------------------------------|--|
| <b>1</b>   | <b>Title</b>   | Manage outflow cash and disbursement mechanisms  |     |  |  |     |                              |  |
| <b>2</b>   | <b>Code</b>  | BRBDBF503A   |     |  |  |     |                              |  |
| <b>3</b>   | <b>Range</b>   | Manage the cash movement with bank's creditors. This also covers credit offered by different vendors   |     |  |  |     |                              |  |
| <b>4</b>   | <b>Level</b>   | 5  |     |  |  |     |                              |  |
| <b>5</b>   | <b>Credit</b>  | 4  |     |  |  |     |                              |  |
| <b>6</b>   | <b>Competency</b>                                    | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop mechanism in payment to vendors of the banks</td> <td> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Coordinate financial activities of different business and operations units in the bank for benefiting from economies of scale and make payments to suppliers / vendors of respective business or operations unit in a timely manner</li> <li>· Establish a mechanism to ensure receipt of payment authority prior to processing cash disbursement with proper supporting documents such as reimbursement form, travel expense form, accounts payable check request, vendor invoices, etc.</li> <li>· Develop guidelines in reviewing payment request, clarify with appropriate parties for unclear instructions of payment, refuse to certify and proceed the unqualified payment request, that incomplete or inappropriate documentation is supplied; proper advice on how to make corrections</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Monitor payment to creditors</td> <td> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Take necessary steps to ensure that sufficient funds are available to satisfy the set payment schedule (e.g. revise payment schedule, etc.)</li> <li>· Monitor disbursements to suppliers and other payment recipients to prevent unauthorized payment by checking documentation support such as service contracts, payroll instructions and so on</li> <li>· Monitor the issue of paychecks, initiate electronic funds transfer or other appropriate means to settle outstanding accounts according to terms and conditions agreed</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop mechanism in payment to vendors of the banks | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Coordinate financial activities of different business and operations units in the bank for benefiting from economies of scale and make payments to suppliers / vendors of respective business or operations unit in a timely manner</li> <li>· Establish a mechanism to ensure receipt of payment authority prior to processing cash disbursement with proper supporting documents such as reimbursement form, travel expense form, accounts payable check request, vendor invoices, etc.</li> <li>· Develop guidelines in reviewing payment request, clarify with appropriate parties for unclear instructions of payment, refuse to certify and proceed the unqualified payment request, that incomplete or inappropriate documentation is supplied; proper advice on how to make corrections</li> </ul> | 6.2 | Monitor payment to creditors | <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Take necessary steps to ensure that sufficient funds are available to satisfy the set payment schedule (e.g. revise payment schedule, etc.)</li> <li>· Monitor disbursements to suppliers and other payment recipients to prevent unauthorized payment by checking documentation support such as service contracts, payroll instructions and so on</li> <li>· Monitor the issue of paychecks, initiate electronic funds transfer or other appropriate means to settle outstanding accounts according to terms and conditions agreed</li> </ul> |
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| <b>7</b>   | <b>Assessment Criteria</b>                           | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Development of policy and related measures on payment to creditors. The development should be able to prevent unauthorized payment and ensure compliance to terms and conditions</p> <p>(ii) Monitoring payment to creditors. The payment should be in accordance with the terms and conditions stated in contracts or agreements and prevent any unauthorized disbursement</p>   |     |  |  |     |                              |  |
| <b>8</b>   | <b>Remarks</b>                                       |  |     |  |  |     |                              |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Manage cash flow of the bank  |  |
| <b>2</b>   | <b>Code</b>                | BRBDBF504A  |  |
| <b>3</b>   | <b>Range</b>               | Manage the cash movement of the bank and its individual units to ensure a smooth cash flow  |  |
| <b>4</b>   | <b>Level</b>               | 5   |  |
| <b>5</b>   | <b>Credit</b>              | 4   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1   | Analyze the financial situations to ensure sufficient cash flow<br><br>Be able to:<br>· Evaluate overall financial situation or risks of the bank to identify the needs in cash flow<br>· Supervise daily financial activities of business and operations units to ensure the bank has sufficient cash flow to pay for the expenditure   |
|  |                            | 6.2   | Monitor cash movement to ensure the bank has sufficient cash flow<br><br>Be able to:<br>· Monitor depositary services and the cash position of the bank<br>· Monitor cash movements by tracking daily cash receipts and payments<br>· Implement necessary actions in order to control expenditures within the set budget<br>· Liaise with external product / service suppliers for favored credit period when necessary to keep a smooth cash flow |
|  |                            | 6.3   | Deploy bank's cash assets to strive for maximum returns<br><br>Be able to:<br>· Minimize idle cash balances by obtaining accurate and timely information about expected transactions and disbursements<br>· Eliminate idle cash balances by finding investment opportunities for interest payments or investing to generate a flow of funds into the bank  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br><br>(i) Management of cash flow to strike a proper balance between cash flow management and effective use of bank's capital in investments to maximize returns. The management should be based on evaluation on bank's financial situations and daily expenditure |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Management |                            |   |   |
|---|----------------------------|---|---|
| 1   | <b>Title</b>               | Analyze financial status of retail banking  |   |
| 2   | <b>Code</b>                | BRCRCF501A  |   |
| 3   | <b>Range</b>               | Conduct different kinds of assessment and analysis to assess the financial status of the bank. This applies to assessment in different operations and business areas  |   |
| 4   | <b>Level</b>               | 5   |   |
| 5   | <b>Credit</b>              | 4   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|   |                            | 6.1 Have specialized knowledge in financial management of banking industry  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate critically financial regulatory requirements in the banking industry</li> <li>· Have specialized knowledge in financial management, especially the usual practices in banking industry</li> </ul>   |
|   |                            | 6.2 Formulate systems and tools for financial assessment and analysis   | Be able to: <ul style="list-style-type: none"> <li>· Formulate methodologies to assess financial status of the bank in terms of capital adequacy, liquidity and assessment quality, etc.</li> <li>· Monitor availability of funds after appraising the bank's financial development, financial position, policies and plans on significant development</li> <li>· Develop a supervisory framework to track and monitor financial status of the bank which can alert relevant parties whenever threats of financial risks occur</li> <li>· Execute statistical or financial analysis on relevant departmental or branch procedures upon request</li> <li>· Develop a tracking system to follow up issues audited and recommended for improvement and track each item for resolution or completion</li> </ul>   |
|   |                            | 6.3 Conduct financial assessment and analysis   | Be able to: <ul style="list-style-type: none"> <li>· Identify financial risks or potential problems exposed to the bank alongside with provision of recommendations to improve the situations after carrying out comprehensive study</li> <li>· Analyze relevant data to detect control deficiency, duplicated effort, fraud or extravagance in the bank's activities</li> <li>· Interpret results on different financial or statistical analysis; outline how they affect financial performance of the bank; and make recommendations on improvement measures</li> <li>· Analyze results of financial analysis and make recommendations on improving efficiency of financial management</li> <li>· Research on general business environment and minimize economic or financial impact on the bank</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <p>(i) Reports on financial analysis and recommendations on efficiency improvement are prepared on regular basis. The reports include key financial analysis and the findings are organized in a systematic and logical manner. These recommendations are supported by relevant analyses</p> |   |
| 8   | <b>Remarks</b>             |   |   |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Conduct budget monitoring  |  |
| <b>2</b>   | <b>Code</b>                | BRCRCF502A   |  |
| <b>3</b>   | <b>Range</b>               | Monitor budget spending. This applies to budget on different kinds of projects / initiatives and in different amounts  |  |
| <b>4</b>   | <b>Level</b>               | 5  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Plan for budget monitoring and financial control   | Be able to: <ul style="list-style-type: none"> <li>Develop specific framework to track and monitor spending of different unites (e.g. capital adequacy, liquidity, asset quality, etc.) and recommend solutions to restore fulfillment when figures are deviated from ordinary level</li> <li>Develop action plan to tackle weakness in financial condition spotted and implement plan in a timely and efficient manner</li> </ul>   |
|  |                            | 6.2 Oversee formulation of budget plan   | Be able to: <ul style="list-style-type: none"> <li>Coordinate planning on expenditure and income; and forecast amount for necessary cash flow</li> <li>Review budget programmes, cost accounting procedures and other financial reports in order to ensure financial soundness of the unit</li> <li>Review expenditure proposal to ensure compliance with the bank's policies and evaluate its economic efficiency</li> <li>Provide advice on special projects (e.g. investment and acquisition, etc.) and recommend alternatives</li> </ul> |
|  |                            | 6.3 Monitor spending   | Be able to: <ul style="list-style-type: none"> <li>Monitor operating budget by checking appropriation of funds against approved budgets</li> <li>Enact accounting control to ensure that expenditure is within authorized amount</li> <li>Identify and assess financial risks (e.g. cash flow problems, etc.) through conducting relevant analysis (e.g. ratio analysis, etc.)</li> </ul>  |
|  |                            | 6.4 Evaluate actual spending with the budget   | Be able to: <ul style="list-style-type: none"> <li>Interpret and analyze data and prepare corresponding reports for management review</li> <li>Report and analyze discrepancies spotted on actual expenditures against budget</li> <li>Review and analyze operating results (e.g. income and expenditure analysis, etc.) and discern their financial impact on the bank for purpose of making recommendations in enhancing operational efficiency and profitability</li> </ul>   |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Execution of budget monitoring and financial control to ensure the financial health of the bank. The execution is carried out in a timely manner in accord to the plans stated by the bank</li> <li>Evaluation on expenditure and recommendation on improving budget monitoring based on analysis of different financial data</li> </ol> |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |   |  |     |   |  |     |   |  |     |  |  |
|--|---|--|-----|---|--|-----|---|--|-----|--|--|
| <b>1</b>   | <b>Title</b>  | Develop mechanism and systems to manage financial information and database   |     |   |  |     |   |  |     |  |  |
| <b>2</b>   | <b>Code</b>   | BRCRCF503A   |     |   |  |     |   |  |     |  |  |
| <b>3</b>   | <b>Range</b>  | Manage the collection, storage and application of financial information. This applies to all financial information possessed by the bank   |     |   |  |     |   |  |     |  |  |
| <b>4</b>   | <b>Level</b>  | 5  |     |   |  |     |   |  |     |  |  |
| <b>5</b>   | <b>Credit</b>   | 4  |     |   |  |     |   |  |     |  |  |
| <b>6</b>   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop policies and standards for managing financial information</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop policies regarding finance and accounting practices and standards of the bank</li> <li>· Develop policies on technical support is available in system application</li> <li>· Develop policies on control measures to ensure reliability and accuracy of data</li> <li>· Establish standards in information reporting to ensure consistency throughout the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop systems and procedures for managing financial information</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop financial management information systems to provide timely financial information on operational efficiency and profitability</li> <li>· Design configuration to meet user requirements</li> <li>· Design systems and procedures of record maintenance for purpose of adequate accounting control</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Identify needs in information management</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Identify needs for financial management information through analyzing the operations of different units</li> <li>· Examine and review existing financial management information systems and identify areas for improvement</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop policies and standards for managing financial information | Be able to: <ul style="list-style-type: none"> <li>· Develop policies regarding finance and accounting practices and standards of the bank</li> <li>· Develop policies on technical support is available in system application</li> <li>· Develop policies on control measures to ensure reliability and accuracy of data</li> <li>· Establish standards in information reporting to ensure consistency throughout the bank</li> </ul> | 6.2 | Develop systems and procedures for managing financial information | Be able to: <ul style="list-style-type: none"> <li>· Develop financial management information systems to provide timely financial information on operational efficiency and profitability</li> <li>· Design configuration to meet user requirements</li> <li>· Design systems and procedures of record maintenance for purpose of adequate accounting control</li> </ul> | 6.3 | Identify needs in information management | Be able to: <ul style="list-style-type: none"> <li>· Identify needs for financial management information through analyzing the operations of different units</li> <li>· Examine and review existing financial management information systems and identify areas for improvement</li> </ul> |
| 6.1  | Develop policies and standards for managing financial information | Be able to: <ul style="list-style-type: none"> <li>· Develop policies regarding finance and accounting practices and standards of the bank</li> <li>· Develop policies on technical support is available in system application</li> <li>· Develop policies on control measures to ensure reliability and accuracy of data</li> <li>· Establish standards in information reporting to ensure consistency throughout the bank</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.2  | Develop systems and procedures for managing financial information | Be able to: <ul style="list-style-type: none"> <li>· Develop financial management information systems to provide timely financial information on operational efficiency and profitability</li> <li>· Design configuration to meet user requirements</li> <li>· Design systems and procedures of record maintenance for purpose of adequate accounting control</li> </ul>   |     |   |  |     |   |  |     |  |  |
| 6.3  | Identify needs in information management                          | Be able to: <ul style="list-style-type: none"> <li>· Identify needs for financial management information through analyzing the operations of different units</li> <li>· Examine and review existing financial management information systems and identify areas for improvement</li> </ul>   |     |   |  |     |   |  |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Development of systems and procedures for managing financial information to provide reliable and accurate financial data to relevant parties. The systems and procedures are designed based on a comprehensive analysis of accounting requirements, the bank's business and operations modes and other factors affecting the financial health  |     |   |  |     |   |  |     |  |  |
| <b>8</b>   | <b>Remarks</b>  |  |     |   |  |     |   |  |     |  |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Oversee regulatory reporting   |  |
| <b>2</b>   | <b>Code</b>                | BRCRCF504A   |  |
| <b>3</b>   | <b>Range</b>               | Provide different kinds of financial report for different business and functional areas to fulfill the regulatory requirements that govern retail banking industry   |  |
| <b>4</b>   | <b>Level</b>               | 5  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Have specialized knowledge in disclosure requirement   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate requirements of financial disclosure in various ordinances related to banking practices</li> </ul>   |
|  |                            | 6.2 Formulate policies and procedures in regulatory reporting  | Be able to: <ul style="list-style-type: none"> <li>· Formulate policies and standards on reporting and presentation format according to statutory requirements</li> <li>· Establish procedures and systems to ensure that adequate control on regulatory reporting</li> <li>· Establish relevant accounting procedures and format in statistical or financial reports</li> <li>· Establish manual for compiling statutory returns or reports required by regulatory bodies</li> </ul>  |
|  |                            | 6.3 Monitor regulatory reporting   | Be able to: <ul style="list-style-type: none"> <li>· Oversee documents and reports (e.g. budgeting, forecast, statutory reporting of financial or company information) to show a true and fair view to various stakeholders</li> <li>· Oversee periodic financial and operating reports to ensure timeliness and accuracy</li> <li>· Review consolidated financial statements and operations reports to ensure that adequate information are disclosed</li> <li>· Coordinate for dissemination of information through various channels (e.g. press release)</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Provision of policies and/or standards for financial reporting after analyzing the regulation requirements and the bank's operations. The policies and/or standards cover all relevant regulations and practices while allow the bank to collect data and prepare reports in an effective and efficient manner</li> <li>(ii) Monitoring the preparation of reports to ensure relevant reports for fulfilling regulatory requirements are prepared timely in professional manner</li> </ol> |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |  |   |     |   |   |     |   |  |     |  |  |
|--|--|---|-----|---|---|-----|---|--|-----|--|--|
| <b>1</b>   | <b>Title</b>   | Prepare financial statements for the bank   |     |   |   |     |   |  |     |  |  |
| <b>2</b>   | <b>Code</b>  | BRBDBF505A  |     |   |   |     |   |  |     |  |  |
| <b>3</b>   | <b>Range</b>   | Prepare different types of financial statements for the bank. This applies to all information needed to be disclosed under the accounting standards adopted by the bank   |     |   |   |     |   |  |     |  |  |
| <b>4</b>   | <b>Level</b>   | 5   |     |   |   |     |   |  |     |  |  |
| <b>5</b>   | <b>Credit</b>  | 4   |     |   |   |     |   |  |     |  |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Develop accounting standards for the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Establish and update accounting policies and procedures according to regulatory requirements or changes in common practices in the profession</li> <li>· Maintain a consistent application of financial principles to ensure comparability of results from year to year</li> <li>· Establish an internal control system to ensure that the one who reviews the reconciliations is not the same individual who performs the verification and document the review</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Calculate and monitor the profit and loss of the business</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Utilize tools to monitor cost and revenue of individual business or operation units so as to collect accurate data for calculating the profit or loss of different businesses</li> <li>· Calculate and report on cost trend of individual business or operations unit and advise department heads on how to save cost when necessary</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Provide financial reports to suit the needs of different parties</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide analysis on financial reports to facilitate understanding of the management, especially on areas of irregularities</li> <li>· Explain how the figures in financial reports are arrived by outlying the formula, assumptions and rationale underlying the calculations</li> <li>· Monitor the production of financial reports and ensure fulfillment of regulatory requirements</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Develop accounting standards for the bank | Be able to: <ul style="list-style-type: none"> <li>· Establish and update accounting policies and procedures according to regulatory requirements or changes in common practices in the profession</li> <li>· Maintain a consistent application of financial principles to ensure comparability of results from year to year</li> <li>· Establish an internal control system to ensure that the one who reviews the reconciliations is not the same individual who performs the verification and document the review</li> </ul> | 6.2 | Calculate and monitor the profit and loss of the business | Be able to: <ul style="list-style-type: none"> <li>· Utilize tools to monitor cost and revenue of individual business or operation units so as to collect accurate data for calculating the profit or loss of different businesses</li> <li>· Calculate and report on cost trend of individual business or operations unit and advise department heads on how to save cost when necessary</li> </ul> | 6.3 | Provide financial reports to suit the needs of different parties | Be able to: <ul style="list-style-type: none"> <li>· Provide analysis on financial reports to facilitate understanding of the management, especially on areas of irregularities</li> <li>· Explain how the figures in financial reports are arrived by outlying the formula, assumptions and rationale underlying the calculations</li> <li>· Monitor the production of financial reports and ensure fulfillment of regulatory requirements</li> </ul> |
| 6.1  | Develop accounting standards for the bank                        | Be able to: <ul style="list-style-type: none"> <li>· Establish and update accounting policies and procedures according to regulatory requirements or changes in common practices in the profession</li> <li>· Maintain a consistent application of financial principles to ensure comparability of results from year to year</li> <li>· Establish an internal control system to ensure that the one who reviews the reconciliations is not the same individual who performs the verification and document the review</li> </ul>   |     |   |   |     |   |  |     |  |  |
| 6.2  | Calculate and monitor the profit and loss of the business        | Be able to: <ul style="list-style-type: none"> <li>· Utilize tools to monitor cost and revenue of individual business or operation units so as to collect accurate data for calculating the profit or loss of different businesses</li> <li>· Calculate and report on cost trend of individual business or operations unit and advise department heads on how to save cost when necessary</li> </ul>  |     |   |   |     |   |  |     |  |  |
| 6.3  | Provide financial reports to suit the needs of different parties | Be able to: <ul style="list-style-type: none"> <li>· Provide analysis on financial reports to facilitate understanding of the management, especially on areas of irregularities</li> <li>· Explain how the figures in financial reports are arrived by outlying the formula, assumptions and rationale underlying the calculations</li> <li>· Monitor the production of financial reports and ensure fulfillment of regulatory requirements</li> </ul>  |     |   |   |     |   |  |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>                                       | The integral outcome requirements of this UoC are:<br>(i) Provision of different financial statements or reports to review financial status and fulfill regulatory requirements. The figures reported should be accurate, with definition, formula and assumptions of the calculation being stated clearly  |     |   |   |     |   |  |     |  |  |
| <b>8</b>   | <b>Remarks</b>   |   |     |   |   |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Management |                            |  |   |   |
|---|----------------------------|--|---|---|
| 1   | <b>Title</b>               | Manage financial database and accounting book  |   |   |
| 2   | <b>Code</b>                | TBD  |   |   |
| 3   | <b>Range</b>               | Manage financial database and book keeping functions of the bank. This applies to all data required to perform different accounting procedures   |   |   |
| 4   | <b>Level</b>               | 4  |   |   |
| 5   | <b>Credit</b>              | 3  |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|   |                            | 6.1  | Check accuracy of ledger data recorded by co-workers according to accounting procedures and bank requirements | Be able to: <ul style="list-style-type: none"> <li>· Understand the importance of ledge data accuracy and possess knowledge on bank requirements</li> <li>· Review accuracy of all book keeping financial transactions including accruals and reversals according to the bank's guidelines</li> <li>· Review all monthly and annual transactions balance statements and consolidate input provided by co-workers to prepare financial statements according to the bank's guidelines</li> <li>· Consolidate all financial information collected, maintain compliance with accounting rules and laws, and produce detailed financial reports for management review</li> </ul> |
|   |                            | 6.2  | Maintain reliable system to ensure reliability and integrity of accounting records                            | Be able to: <ul style="list-style-type: none"> <li>· Organize resources to correct and approve all erroneous transactions found during the verification process</li> <li>· Validate the figures posted on the financial reports is an accurate representation of transactions conducted during the accounting period</li> <li>· Audit documentation storage such as journal vouchers, purchase orders, payroll charges, vendor invoices, and accounts payable check requests that supports the reconciliation in an accessible location for a minimum period in compliance with the bank's policies and external regulations</li> </ul>                                     |
|   |                            | 6.3  | Maintain and review financial data management and accounting procedures of the bank professionally            | Be able to: <ul style="list-style-type: none"> <li>· Review and maintain regularly the bank's accounting procedures, streamline its internal workflow processes to minimize overhead and expense</li> <li>· Consolidate data from different parties and generate custom financial reports and documents for a diverse set of users</li> <li>· Take steps to ensure all financial data management and accounting procedures are conducted in compliance with general accounting rules and laws, and produce detailed financial reports for management review</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Review accounting information to ensure their validity . The data entry should be accurate and reliable; in accordance with the accounting procedures</li> <li>(ii) Manage the bank's financial information on business performance in terms of debts, assets, income, expenses, and profits in order to provide sufficient data to management for critical business decision</li> </ol> |   |   |
| 8   | <b>Remarks</b>             |  |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Carry out routine administration on the bank's financial database  |
| <b>2</b>   | <b>Code</b>                | BRBDBF301A   |
| <b>3</b>   | <b>Range</b>               | Record, maintain and update financial figures and other related information of the bank in the database according to stated guidelines   |
| <b>4</b>   | <b>Level</b>               | 3  |
| <b>5</b>   | <b>Credit</b>              | 3  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Record and keep financial data according to the stated plan  |
|  |                            | 6.2 Generate reports from the database according to different requests   |
|  |                            | Be able to: <ul style="list-style-type: none"> <li>· Enter timely and accurate financial data into the systems in compliance with the bank's financial management policies and guidelines</li> <li>· Retain complete record and manage proper storage of documentation</li> <li>· Ensure the accuracy and timeliness of data in the record</li> </ul>  |
|  |                            | Be able to: <ul style="list-style-type: none"> <li>· Provide accurate and timely financial data to management by generating reports from the database system and customize the reports according to the requests</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Upkeeping of reliable financial data to management through smooth operation of the system. The data should be timely and accurate and cover all information requested by the management</li> <li>(ii) Extract information from the database to generate reports regularly which can fulfill the general needs of different parties on reviewing the financial position of the bank as well as customize the reports according to the requests</li> </ul> |
| <b>8</b>   | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Management</b> |                            |  |
|--|----------------------------|--|
| <b>1</b>   | <b>Title</b>               | Perform book keeping   |
| <b>2</b>   | <b>Code</b>                | BRBDBF302A   |
| <b>3</b>   | <b>Range</b>               | Carry out book keeping functions. This applies to all data required to perform different accounting procedures   |
| <b>4</b>   | <b>Level</b>               | 3  |
| <b>5</b>   | <b>Credit</b>              | 3  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |
|  |                            | 6.1 Post transaction data into appropriate ledger according to accounting procedures   |
|  |                            | 6.2 Ensure reliability and integrity of accounting records   |
|  |                            | 6.3 Keep relevant documents properly according to bank's guidelines  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Book keeping of accounting information. The data entry should be accurate and reliable; in accordance with the accounting procedures |
| <b>8</b>   | <b>Remarks</b>             |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 9. Strategic Business Development and General Management &gt; Property Management</b> |                            |   |
|---|----------------------------|---|
| <b>1</b>  | <b>Title</b>               | Develop plan in property management   |
| <b>2</b>  | <b>Code</b>                | BRBDBR501A  |
| <b>3</b>  | <b>Range</b>               | Plan on acquisition, disposal and allocation of the bank's real estate property. This applies to all kinds of premises and related facilities possessed or rented by the bank   |
| <b>4</b>  | <b>Level</b>               | 5   |
| <b>5</b>  | <b>Credit</b>              | 4   |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |
|   |                            | 6.1 Identify the needs in physical workplace<br>Be able to:<br>· Evaluate the business development plan of the bank to calculate physical working space needed<br>· Review the existing usage of premises to identify room for improving cost-effectiveness   |
|   |                            | 6.2 Manage real estate property of the bank to support operations<br>Be able to:<br>· Establish appropriate allocation policy of building spaces and spot usage deficiencies<br>· Allocate premises and facilities to support the present and future needs and development of the bank<br>· Suggest property acquisition and/or disposal in accordance with research findings and value to the bank<br>· Coordinate with Retail Banking Department to select the most suitable premises for branch networks |
|   |                            | 6.3 Maximize the value of bank's real estate assets<br>Be able to:<br>· Improve deployment of real estate assets, reduce purchase and operation costs, extend life cycle of assets and increase their return on investment<br>· Maximize real estate value to the bank and optimize its lifetime by site design, modification, maintenance and replacement  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Deployment of bank's real estate assets to support bank's business needs. The deployment should be based on a cost-effective analysis of the business and development needs of the bank   |
| <b>8</b>  | <b>Remarks</b>             |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Property Management</b> |  |   |     |  |  |     |  |  |     |  |   |     |  |  |
|---|--|---|-----|--|--|-----|--|--|-----|--|---|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Design workplace and work processes which can comply to occupational safety and health standards  |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>2</b>  | <b>Code</b>  | BRBDBR502A  |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>3</b>  | <b>Range</b>   | Ensure that working premises and other physical assets in compliance with occupational safety and health standards. This applies to physical assets of different kinds such as premises, equipments, furniture and fixtures etc. which are owned or rented by the bank  |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>4</b>  | <b>Level</b>   | 5   |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 4   |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Have specialized knowledge in workplace ergonomics</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Apply proper knowledge of workplace ergonomics in order to design a safe, effective and efficient working environment for the bank</li> <li>· Evaluate the occupational safety and health standards of the region and identify the implications on workplace design and work process</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide a safe environment for customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design effective and safe work systems and processes to prevent risks from injuries, health hazards and discomfort associated with operations within the bank</li> <li>· Be aware of the corporate responsibility to protect the well-being of customers and the general public by ensuring that the physical environment of the bank is efficient, reliable, safe and legally compliant</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Provide a safe working environment for employees</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Eliminate disturbance upon people and workplace by monitoring aesthetical and/or mechanical refurbishment activities within the premises</li> <li>· Plan and manage work space based on factors such as safety and security, computer network accessibility, interior design to appropriate signage</li> <li>· Upgrade facilities to address emerging environmental health and safety standards, energy conservation / alternate energy means and evolving user change needs of the bank</li> <li>· Improve workplace ergonomics by coordinating with employee compensation insurance carrier and medical service providers</li> </ul> </td> </tr> <tr> <td>6.4</td> <td>Structure the work processes to prevent employees from unnecessary risks or health hazards</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Work with Human Resources Department to assess the work processes and identify high-risk areas</li> <li>· Correct ergonomic deficiencies by trouble-shooting issues such as tools being used, placement of materials, environmental concerns about noise and temperature, etc</li> <li>· Define safety work practices and provide protective equipment to ensure safety of staff and other external parties' co-workers</li> <li>· Design job tools including furniture, lighting, temperature, communication system and multiple accessories that fit the physical and psychological requirements and capabilities of employees</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Have specialized knowledge in workplace ergonomics | Be able to: <ul style="list-style-type: none"> <li>· Apply proper knowledge of workplace ergonomics in order to design a safe, effective and efficient working environment for the bank</li> <li>· 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| 6.1   | Have specialized knowledge in workplace ergonomics   | Be able to: <ul style="list-style-type: none"> <li>· Apply proper knowledge of workplace ergonomics in order to design a safe, effective and efficient working environment for the bank</li> <li>· Evaluate the occupational safety and health standards of the region and identify the implications on workplace design and work process</li> </ul>  |     |  |  |     |  |  |     |  |   |     |  |  |
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| 6.3   | Provide a safe working environment for employees   | Be able to: <ul style="list-style-type: none"> <li>· Eliminate disturbance upon people and workplace by monitoring aesthetical and/or mechanical refurbishment activities within the premises</li> <li>· Plan and manage work space based on factors such as safety and security, computer network accessibility, interior design to appropriate signage</li> <li>· Upgrade facilities to address emerging environmental health and safety standards, energy conservation / alternate energy means and evolving user change needs of the bank</li> <li>· Improve workplace ergonomics by coordinating with employee compensation insurance carrier and medical service providers</li> </ul>   |     |  |  |     |  |  |     |  |   |     |  |  |
| 6.4   | Structure the work processes to prevent employees from unnecessary risks or health hazards | Be able to: <ul style="list-style-type: none"> <li>· Work with Human Resources Department to assess the work processes and identify high-risk areas</li> <li>· Correct ergonomic deficiencies by trouble-shooting issues such as tools being used, placement of materials, environmental concerns about noise and temperature, etc</li> <li>· Define safety work practices and provide protective equipment to ensure safety of staff and other external parties' co-workers</li> <li>· Design job tools including furniture, lighting, temperature, communication system and multiple accessories that fit the physical and psychological requirements and capabilities of employees</li> </ul>  |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Design of a safe physical environment for employees and customers while complying with the occupational safety and health standards. The design should be based on analysis on the safety and health requirements of employees, customers requirements and efficiency of bank operations</li> <li>(ii) Design of work processes which can protect the safety and health of employees. The design should be based on risk assessment of the work process and common practices in improving business process</li> </ol>   |     |  |  |     |  |  |     |  |   |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |  |     |  |  |     |  |   |     |  |  |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Property Management</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Establish and sustain smooth supply chain of office equipment   |  |
| <b>2</b>  | <b>Code</b>                | BRBDBR503A  |  |
| <b>3</b>  | <b>Range</b>               | Monitor the supply of office equipment throughout the bank. This applies to physical assets of different kinds such as equipments, furniture and fixtures etc. which are owned or rented by the bank  |  |
| <b>4</b>  | <b>Level</b>               | 5   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Design measures on documents retention  | Be able to: <ul style="list-style-type: none"> <li>· Design rules and guidelines on keeping records about equipment and property including specifications, warranty information, service contracts, spare parts, purchase date, expected lifetime and others that might be of help to management or maintenance workers</li> <li>· Design guidelines on renewing warranty and guarantee documents</li> </ul>   |
|   |                            | 6.2 Monitor the inventory level of assets   | Be able to: <ul style="list-style-type: none"> <li>· Implement supply chain management system to manage inventory of equipment, tools and materials across different locations and identify needs for placing orders</li> <li>· Monitor the inventory of spare parts for equipment, tools and other materials and document storage places and identify needs for placing orders</li> <li>· Ensure data of both on-hand and in-transit inventory visible so as to balance demand on inventory supply, increase inventory certainty within supply chain and reduce inventory cycle time</li> <li>· Identify inventory rules that can be automated to enable smooth daily operation of banking services</li> <li>· Increase cost-effectiveness and inventory yield by minimizing excess inventory, warehouse charge and unnecessary order processing costs</li> </ul> |
|   |                            | 6.3 Monitor the logistics of resources delivery   | Be able to: <ul style="list-style-type: none"> <li>· Develop delivery plan so as to optimize the movement of goods and materials throughout different business and operations units</li> <li>· Implement supply chain management system to support the movement of equipment, tools and materials across different locations</li> <li>· Source, select and appoint capable logistics vendors for ensuring secure, quick and flawless order processing</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Identification of needs in placing orders by employing the most effective methods in monitoring inventory level</li> <li>(ii) Managing the delivery or transition of goods by employing methods which can enhance the efficiency</li> </ul> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Property Management</b> |   |   |     |                                   |  |     |   |  |     |   |  |
|---|---|---|-----|-----------------------------------|--|-----|---|--|-----|---|--|
| <b>1</b>  | <b>Title</b>  | Manage the maintenance of office equipment  |     |                                   |  |     |   |  |     |   |  |
| <b>2</b>  | <b>Code</b>   | BRBDBR301A  |     |                                   |  |     |   |  |     |   |  |
| <b>3</b>  | <b>Range</b>  | Ensure equipment, furniture, fixtures and physical assets of the bank are in good and usable conditions and arrange for repair or replacement when necessary  |     |                                   |  |     |   |  |     |   |  |
| <b>4</b>  | <b>Level</b>  | 3   |     |                                   |  |     |   |  |     |   |  |
| <b>5</b>  | <b>Credit</b>   | 3   |     |                                   |  |     |   |  |     |   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Inspect physical assets regularly</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Inspect and check the functionality of the equipment, furniture and fixtures on a regular basis according to the specifications / checklists provided by the bank</li> <li>· Ensure equipment, furniture and fixtures are in satisfactory operating condition by conducting inspection when receiving complaints or reports from other parties</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Arrange for repair and maintenance of physical assets</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Carry out simple repair work for equipments, furniture and fixtures according to instructions when necessary</li> <li>· Identify situation when vendors' support should be called upon and make arrangements for repair when necessary</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Place request for the purchase of office equipments to replace the non-repairable physical assets</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Make judgment about whether the equipment can be repaired and evaluate the cost effectiveness of repair / purchase before recommending action</li> <li>· Notify purchasing officer / department to replace non repairable office equipment, furniture and fixtures when necessary</li> <li>· Provide information to purchasing officer / department to facilitate the sourcing and selection of office equipment, furniture and fixtures for replacement</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Inspect physical assets regularly | Be able to: <ul style="list-style-type: none"> <li>· Inspect and check the functionality of the equipment, furniture and fixtures on a regular basis according to the specifications / checklists provided by the bank</li> <li>· Ensure equipment, furniture and fixtures are in satisfactory operating condition by conducting inspection when receiving complaints or reports from other parties</li> </ul> | 6.2 | Arrange for repair and maintenance of physical assets | Be able to: <ul style="list-style-type: none"> <li>· Carry out simple repair work for equipments, furniture and fixtures according to instructions when necessary</li> <li>· Identify situation when vendors' support should be called upon and make arrangements for repair when necessary</li> </ul> | 6.3 | Place request for the purchase of office equipments to replace the non-repairable physical assets | Be able to: <ul style="list-style-type: none"> <li>· Make judgment about whether the equipment can be repaired and evaluate the cost effectiveness of repair / purchase before recommending action</li> <li>· Notify purchasing officer / department to replace non repairable office equipment, furniture and fixtures when necessary</li> <li>· Provide information to purchasing officer / department to facilitate the sourcing and selection of office equipment, furniture and fixtures for replacement</li> </ul> |
| 6.1   | Inspect physical assets regularly   | Be able to: <ul style="list-style-type: none"> <li>· Inspect and check the functionality of the equipment, furniture and fixtures on a regular basis according to the specifications / checklists provided by the bank</li> <li>· Ensure equipment, furniture and fixtures are in satisfactory operating condition by conducting inspection when receiving complaints or reports from other parties</li> </ul>  |     |                                   |  |     |   |  |     |   |  |
| 6.2   | Arrange for repair and maintenance of physical assets   | Be able to: <ul style="list-style-type: none"> <li>· Carry out simple repair work for equipments, furniture and fixtures according to instructions when necessary</li> <li>· Identify situation when vendors' support should be called upon and make arrangements for repair when necessary</li> </ul>  |     |                                   |  |     |   |  |     |   |  |
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| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Arrangement of repair or replacement for equipment, furniture and fixtures at suitable time and act according to the stated guidelines / instructions of the bank</li> <li>(ii) Decision on the follow-up actions (e.g. repair, purchase) after judging the conditions of the equipment, furniture or fixtures, etc.</li> </ol>   |     |                                   |  |     |   |  |     |   |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |                                   |  |     |   |  |     |   |  |



## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Corporate Responsibility (CR) Fulfillment |   |  |     |   |   |     |                     |  |     |   |  |
|--|---|--|-----|---|---|-----|---------------------|--|-----|---|--|
| 1  | <b>Title</b>  | Develop Corporate Responsibility strategies and plan   |     |   |   |     |                     |  |     |   |  |
| 2  | <b>Code</b>   | BRBDBC501A   |     |   |   |     |                     |  |     |   |  |
| 3  | <b>Range</b>  | Develop the strategies and direction in corporate responsibility. This refers to different kinds of CR programmes which will be applied in a particular business area  |     |   |   |     |                     |  |     |   |  |
| 4  | <b>Level</b>  | 5  |     |   |   |     |                     |  |     |   |  |
| 5  | <b>Credit</b>   | 4  |     |   |   |     |                     |  |     |   |  |
| 6  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Evaluate the latest development and practices in CR</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Carry out strategic analysis on global and China CR issues and opportunities so as to make perceptive reports on the findings with recommendations</li> <li>· Have the expertise in advising decision making for maximizing profits which is not purely on financial factors but also on direct and indirect social and environmental consequences</li> <li>· Have the expertise on environmental and social performance management for banking and finance operation</li> <li>· Evaluate the readiness and willingness on CR activities of employees in different units</li> <li>· Acquire expertise on corporate governance, management systems, reporting and transparency</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop CR programs</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop CR programmes which can extend beyond statutory obligation to comply with legislation and take additional steps to enhance the quality of life of employees, customers, local community and the world at large</li> <li>· Develop objectives of each CR programme and design measurement metric in calculate the ROI for selecting the most suitable activity</li> <li>· Develop sustainable business initiatives and show care on the interests of community by taking responsibility for the impact of the bank's activities on customers, employees, shareholders, suppliers or vendors and the environment in all aspects in its operations</li> <li>· Manage and reduce risks of attracting uninvited attention from regulators, media and others at unethical business practices by encouraging implementation of CR in daily operations</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Cultivate a culture which emphasizes corporate responsibility</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop employees with good business citizenship by tracking, managing and reporting their compliance with appropriate CR standards, environmental management standard, and / or other social accountability international standard</li> <li>· Nurture a sustainable business culture to intensify the CR concept by giving direction, support and recommendation to business and operations units to integrate the CR programs into their operation</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Evaluate the latest development and practices in CR | Be able to: <ul style="list-style-type: none"> <li>· Carry out strategic analysis on global and China CR issues and opportunities so as to make perceptive reports on the findings with recommendations</li> <li>· Have the expertise in advising decision making for maximizing profits which is not purely on financial factors but also on direct and indirect social and environmental consequences</li> <li>· Have the expertise on environmental and social performance management for banking and finance operation</li> <li>· Evaluate the readiness and willingness on CR activities of employees in different units</li> <li>· Acquire expertise on corporate governance, management systems, reporting and transparency</li> </ul> | 6.2 | Develop CR programs | Be able to: <ul style="list-style-type: none"> <li>· Develop CR programmes which can extend beyond statutory obligation to comply with legislation and take additional steps to enhance the quality of life of employees, customers, local community and the world at large</li> <li>· Develop objectives of each CR programme and design measurement metric in calculate the ROI for selecting the most suitable activity</li> <li>· Develop sustainable business initiatives and show care on the interests of community by taking responsibility for the impact of the bank's activities on customers, employees, shareholders, suppliers or vendors and the environment in all aspects in its operations</li> <li>· Manage and reduce risks of attracting uninvited attention from regulators, media and others at unethical business practices by encouraging implementation of CR in daily operations</li> </ul> | 6.3 | Cultivate a culture which emphasizes corporate responsibility | Be able to: <ul style="list-style-type: none"> <li>· Develop employees with good business citizenship by tracking, managing and reporting their compliance with appropriate CR standards, environmental management standard, and / or other social accountability international standard</li> <li>· Nurture a sustainable business culture to intensify the CR concept by giving direction, support and recommendation to business and operations units to integrate the CR programs into their operation</li> </ul> |
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| 7  | <b>Assessment Criteria</b>                                    | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Development of CR programmes. The design of programmes should be based on analysis in the regulatory, social and environmental issues etc. Moreover, illustration of how ROI in both financial and non-financial aspects should be provided</li> <li>(ii) Development of initiatives to promote CR in bank. The initiatives should be tailored to the different awareness and willingness level of employees</li> </ol>  |     |   |   |     |                     |  |     |   |  |
| 8  | <b>Remarks</b>  |  |     |   |   |     |                     |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Corporate Responsibility (CR) Fulfillment</b> |  |   |     |  |  |     |   |   |     |  |   |
|---|--|---|-----|--|--|-----|---|---|-----|--|---|
| <b>1</b>  | <b>Title</b>   | Develop and implement Corporate Responsibility initiatives  |     |  |  |     |   |   |     |  |   |
| <b>2</b>  | <b>Code</b>  | BRBDBC502A  |     |  |  |     |   |   |     |  |   |
| <b>3</b>  | <b>Range</b>   | Integrate CR initiatives to daily activities . This applies to different departments and units throughout the bank  |     |  |  |     |   |   |     |  |   |
| <b>4</b>  | <b>Level</b>   | 5   |     |  |  |     |   |   |     |  |   |
| <b>5</b>  | <b>Credit</b>  | 4   |     |  |  |     |   |   |     |  |   |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Advise on implementing CR initiatives in different departments / units</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Provide direction, support and recommendation to different functions in local and/or overseas branches to develop their own CR plan and activities</li> <li>· Work with different business units and operations units such as Brand Development, Human Resources, Risk Management and so on to develop guidelines and practices for different functions in the bank to fulfill CR responsibilities</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Develop different CR campaigns with other departments / units</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze the corporate strategies on CR and cooperate with different departments to discern how they can align with the strategies</li> <li>· Develop regional and local activities on CR which can match with the operations and available resources in the unit by working with different internal and external stakeholders of the bank</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Demonstrate professionalism in developing CR initiatives</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Strive a balance among all related political, economic, social and technological issues and the benefits of the bank in developing CR initiatives</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Advise on implementing CR initiatives in different departments / units | Be able to: <ul style="list-style-type: none"> <li>· Provide direction, support and recommendation to different functions in local and/or overseas branches to develop their own CR plan and activities</li> <li>· Work with different business units and operations units such as Brand Development, Human Resources, Risk Management and so on to develop guidelines and practices for different functions in the bank to fulfill CR responsibilities</li> </ul> | 6.2 | Develop different CR campaigns with other departments / units | Be able to: <ul style="list-style-type: none"> <li>· Analyze the corporate strategies on CR and cooperate with different departments to discern how they can align with the strategies</li> <li>· Develop regional and local activities on CR which can match with the operations and available resources in the unit by working with different internal and external stakeholders of the bank</li> </ul> | 6.3 | Demonstrate professionalism in developing CR initiatives | Be able to: <ul style="list-style-type: none"> <li>· Strive a balance among all related political, economic, social and technological issues and the benefits of the bank in developing CR initiatives</li> </ul> |
| 6.1   | Advise on implementing CR initiatives in different departments / units | Be able to: <ul style="list-style-type: none"> <li>· Provide direction, support and recommendation to different functions in local and/or overseas branches to develop their own CR plan and activities</li> <li>· Work with different business units and operations units such as Brand Development, Human Resources, Risk Management and so on to develop guidelines and practices for different functions in the bank to fulfill CR responsibilities</li> </ul>  |     |  |  |     |   |   |     |  |   |
| 6.2   | Develop different CR campaigns with other departments / units          | Be able to: <ul style="list-style-type: none"> <li>· Analyze the corporate strategies on CR and cooperate with different departments to discern how they can align with the strategies</li> <li>· Develop regional and local activities on CR which can match with the operations and available resources in the unit by working with different internal and external stakeholders of the bank</li> </ul>   |     |  |  |     |   |   |     |  |   |
| 6.3   | Demonstrate professionalism in developing CR initiatives               | Be able to: <ul style="list-style-type: none"> <li>· Strive a balance among all related political, economic, social and technological issues and the benefits of the bank in developing CR initiatives</li> </ul>   |     |  |  |     |   |   |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Development of CR initiatives for an individual department or unit . The design should align with the CR strategies of the bank and operational needs of the unit or department   |     |  |  |     |   |   |     |  |   |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |  |     |   |   |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Corporate Responsibility (CR) Fulfillment</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Promote Corporate Responsibility to engage internal and external stakeholders   |  |
| <b>2</b>  | <b>Code</b>                | BRBDBC401A  |  |
| <b>3</b>  | <b>Range</b>               | Educate different stakeholders on CR by different learning or promotional activities  |  |
| <b>4</b>  | <b>Level</b>               | 4   |  |
| <b>5</b>  | <b>Credit</b>              | 3   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1   | Promote CR activities to employees and general public<br>Be able to:<br>· Use appropriate tactics to communicate with stakeholders like employees, shareholders and so on to promote corporate image in CR fulfillment through writing of comprehensive reports  |
|   |                            | 6.2   | Engage employees to participate in the CR activities<br>Be able to:<br>· Use suitable tactics to encourage relevant employees to receive formal training and/or achieve qualifications in their professional area<br>· Provide suitable CR related training and orientation to different employees so as to solicit their support to CR programs   |
|   |                            | 6.3   | Solicit mass support for the CR activities<br>Be able to:<br>· Provide suitable CR training or consultation to suppliers or vendors and help them to set up environmental, health and safety management system, implementation and audit program and/or code of conduct, if appropriate<br>· Launch, manage and monitor promotion programmes on CR activities covering staff and the wider community |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Employing different activities to encourage participation in CR campaign / activities organized by the bank by different stakeholders including employees, customers, suppliers and business partners |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |  |   |     |  |   |     |   |   |     |  |  |
|---|--|---|-----|--|---|-----|---|---|-----|--|--|
| <b>1</b>  | <b>Title</b>   | Develop value enhancing financial technology and digital banking strategies   |     |  |   |     |   |   |     |  |  |
| <b>2</b>  | <b>Code</b>  | TBD   |     |  |   |     |   |   |     |  |  |
| <b>3</b>  | <b>Range</b>   | Formulate strategies of financial technology utilization for the whole bank which will be applied to different geographical locations, functional units and departments etc.  |     |  |   |     |   |   |     |  |  |
| <b>4</b>  | <b>Level</b>   | 7   |     |  |   |     |   |   |     |  |  |
| <b>5</b>  | <b>Credit</b>  | 5   |     |  |   |     |   |   |     |  |  |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Conduct research on the current status of financial technology utilization of the bank and anticipate future development in the banking industry</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry and the bank specifically; master the methodology of conducting large scale research</li> <li>· Conduct critical analysis and research on local and global technological development to anticipate the trend of products and services offered by the banking industry in the absence of complete information</li> <li>· Evaluate the implications of the costs and benefits of adopting forefront financial technologies; hence to seek business opportunities for the bank</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Identify business opportunities by anticipating profit potential in different technological devices</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Explore in details the various possible business and investment opportunities in terms of products or services offering by conducting different research and forecasts in order to select the most appropriate technological platforms or devices</li> <li>· Identify both the prospects and threats of the identified products or services offering opportunities to reach a sound business decision</li> <li>· Review the bank's current service delivery mode and conduct in-depth SWOT studies on technology based transformation</li> <li>· Liaise with product specialists and operations experts to carry out feasibility studies and operational analysis</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Develop and adjust bank's strategies on financial technologies according to global development and the drive to enhance values</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Develop a vision on the strategic direction of the utilization of financial technologies for the bank and cite supporting evidence from different sources</li> <li>· Develop customer and other key stakeholders driven, value enhancing digital strategies to drive business effectiveness, improved technology utilization, and enhanced position to address market demand</li> <li>· Develop innovative financial technology strategies for the bank by analyzing the macro environment including the actions of key competitors and predicting the long term development trends</li> <li>· Evaluate and refine recommendations on new products or services initiatives supported by the innovative financial technologies based on proper interpretation of market intelligence and internal experts</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Conduct research on the current status of financial technology utilization of the bank and anticipate future development in the banking industry | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry and the bank specifically; master the methodology of conducting large scale research</li> <li>· Conduct critical analysis and research on local and global technological development to anticipate the trend of products and services offered by the banking industry in the absence of complete information</li> <li>· Evaluate the implications of the costs and benefits of adopting forefront financial technologies; hence to seek business opportunities for the bank</li> </ul> | 6.2 | Identify business opportunities by anticipating profit potential in different technological devices | Be able to: <ul style="list-style-type: none"> <li>· Explore in details the various possible business and investment opportunities in terms of products or services offering by conducting different research and forecasts in order to select the most appropriate technological platforms or devices</li> <li>· Identify both the prospects and threats of the identified products or services offering opportunities to reach a sound business decision</li> <li>· Review the bank's current service delivery mode and conduct in-depth SWOT studies on technology based transformation</li> <li>· Liaise with product specialists and operations experts to carry out feasibility studies and operational analysis</li> </ul> | 6.3 | Develop and adjust bank's strategies on financial technologies according to global development and the drive to enhance values | Be able to: <ul style="list-style-type: none"> <li>· Develop a vision on the strategic direction of the utilization of financial technologies for the bank and cite supporting evidence from different sources</li> <li>· Develop customer and other key stakeholders driven, value enhancing digital strategies to drive business effectiveness, improved technology utilization, and enhanced position to address market demand</li> <li>· Develop innovative financial technology strategies for the bank by analyzing the macro environment including the actions of key competitors and predicting the long term development trends</li> <li>· Evaluate and refine recommendations on new products or services initiatives supported by the innovative financial technologies based on proper interpretation of market intelligence and internal experts</li> </ul> |
| 6.1   | Conduct research on the current status of financial technology utilization of the bank and anticipate future development in the banking industry | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry and the bank specifically; master the methodology of conducting large scale research</li> <li>· Conduct critical analysis and research on local and global technological development to anticipate the trend of products and services offered by the banking industry in the absence of complete information</li> <li>· Evaluate the implications of the costs and benefits of adopting forefront financial technologies; hence to seek business opportunities for the bank</li> </ul>   |     |  |   |     |   |   |     |  |  |
| 6.2   | Identify business opportunities by anticipating profit potential in different technological devices  | Be able to: <ul style="list-style-type: none"> <li>· Explore in details the various possible business and investment opportunities in terms of products or services offering by conducting different research and forecasts in order to select the most appropriate technological platforms or devices</li> <li>· Identify both the prospects and threats of the identified products or services offering opportunities to reach a sound business decision</li> <li>· Review the bank's current service delivery mode and conduct in-depth SWOT studies on technology based transformation</li> <li>· Liaise with product specialists and operations experts to carry out feasibility studies and operational analysis</li> </ul>   |     |  |   |     |   |   |     |  |  |
| 6.3   | Develop and adjust bank's strategies on financial technologies according to global development and the drive to enhance values                   | Be able to: <ul style="list-style-type: none"> <li>· Develop a vision on the strategic direction of the utilization of financial technologies for the bank and cite supporting evidence from different sources</li> <li>· Develop customer and other key stakeholders driven, value enhancing digital strategies to drive business effectiveness, improved technology utilization, and enhanced position to address market demand</li> <li>· Develop innovative financial technology strategies for the bank by analyzing the macro environment including the actions of key competitors and predicting the long term development trends</li> <li>· Evaluate and refine recommendations on new products or services initiatives supported by the innovative financial technologies based on proper interpretation of market intelligence and internal experts</li> </ul>  |     |  |   |     |   |   |     |  |  |
| <b>7</b>  | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are:<br>(i) Making innovative and original decision on which business opportunities the bank should pursue and the financial technology strategies in achieving them based on solid rationales and analysis on broad range of factors, such as anticipated return, prospects, threats and comparison with different alternatives etc. in the absence of complete information  |     |  |   |     |   |   |     |  |  |
| <b>8</b>  | <b>Remarks</b>   |   |     |  |   |     |   |   |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Lead business related operational analysis for financial technology and digital banking initiatives  |  |
| <b>2</b>  | <b>Code</b>                | TBD  |  |
| <b>3</b>  | <b>Range</b>               | Sponsor and develop holistic approaches and methodologies on operational analysis for retail banking functions   |  |
| <b>4</b>  | <b>Level</b>               | 6  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Strong understanding of banking business and financial technology development in the industry  | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry</li> <li>· Specify the pros and cons of using different digital platforms or devices for the bank and possess the skills of carrying out suitability tests for new operational initiatives</li> </ul>   |
|   |                            | 6.2 Conduct operational analysis and report on integrating financial technology into potential and existing products and services  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate, analyze, and report on existing and potential new digital banking functions, cash management products, e-payments, and digital channels, etc.</li> <li>· Utilize data and analytics to identify opportunities to introduce efficiencies and new prospects to the services</li> <li>· Develop KPIs (key performance indicators) together with digital product managers to better manage performance and create business opportunities for new initiatives and enhancement</li> <li>· Develop standard reporting related to customer activity, model and analyze pricing changes and potential impacts to the existing client base</li> </ul> |
|   |                            | 6.3 Exhibit professionalism in conducting analysis   | Be able to: <ul style="list-style-type: none"> <li>· Take steps to ensure the analysis is carried out in compliance with banking industry practices and relevant standards; validate the results to confirm data obtained are accurate and precise</li> <li>· Ensure all reports and documents are created in the format conformed to the organisation standards and policies</li> </ul>   |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Develop concise analytics reporting on current and prospective products and services with an insight to specify the impacts on customer base, behaviour and segmentation, pricing models and cost effectiveness</li> </ul> |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |                            |   |  |
|---|----------------------------|---|--|
| <b>1</b>  | <b>Title</b>               | Develop breakthrough solutions by leveraging technology to enhance products and business models of the bank   |  |
| <b>2</b>  | <b>Code</b>                | TBD   |  |
| <b>3</b>  | <b>Range</b>               | In line with the top level strategic direction, to design and develop complex business solutions or innovative products or services for the bank  |  |
| <b>4</b>  | <b>Level</b>               | 6   |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1   | <p>Observe the business and regulatory environment; apply project management techniques to carry out the process</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Apply the principles and fundamental knowledge in financial markets &amp; banking operations to passionately try out the business models or products and services with latestest technological devices</li> <li>· Master and employ project management techniques on large scale transformation projects or breakthrough business models development</li> <li>· Understand the business, operational and regulatory environment and comply to all requirements throughout the entire business solutions or new products development process</li> </ul>  |
|   |                            | 6.2   | <p>Conduct products or business solution test runs</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Conduct automated testing approaches such as acceptance testing and specification by example</li> <li>· Make sensible use of large volume of data sets to carry out strategic analysis on product features, customer preference, pricing approaches and operational efficiency, etc.</li> </ul>   |
|   |                            | 6.3   | <p>Define strategies and drive design, development and implementation for technical solutions in a professional manner</p> <p>Be able to:</p> <ul style="list-style-type: none"> <li>· Applies technical knowledge in determining multi-facet design requirements for large projects involving line of business, software/hardware developers and vendors</li> <li>· Define strategies for technical solutions and determine requirements, and develop functional designs based on the analysis of business needs, objectives and existing systems infrastructure</li> <li>· Drive and participate in design, development and implementation of large and complex bank wide business solutions, applications, innovative products and services development by using new technologies</li> <li>· Always strive for excellence to develop innovative and breakthrough solutions for the well being of customers</li> <li>· Set highest priority for customers' interest when formulating technical strategies and solutions</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | <p>The integral outcome requirements of this UoC are:</p> <p>(i) Employ state-of -art financial technologies to design, develop and implement large and complex business solutions to cope with the tremendous changes in the landscape of banking industry</p> |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |   |  |     |   |  |     |  |  |     |   |  |
|---|---|--|-----|---|--|-----|--|--|-----|---|--|
| <b>1</b>  | <b>Title</b>  | Develop customer and digital transformation roadmapping  |     |   |  |     |  |  |     |   |  |
| <b>2</b>  | <b>Code</b>   | TBD  |     |   |  |     |  |  |     |   |  |
| <b>3</b>  | <b>Range</b>  | Develop bank-wide digital transformation roadmapping architecture that specific needs of different functions of the bank are well considered   |     |   |  |     |  |  |     |   |  |
| <b>4</b>  | <b>Level</b>  | 6  |     |   |  |     |  |  |     |   |  |
| <b>5</b>  | <b>Credit</b>   | 4  |     |   |  |     |  |  |     |   |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Utilize strategic level data to carry out in depth analysis for enhanced business effectiveness</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the customer and bank driven digital strategies developed and is capable to translate them to build detailed transformation plan</li> <li>· Gather complex information to perform data analysis in driving increased business effectiveness, improved technology utilization and enhanced position to address market forces</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Construct digital transformation plan with envisioning foresight</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Adopt a strategic mindset, analytical thinking, and operational prospective to drive business value upon customer and digital transformation roadmapping</li> <li>· Construct detailed customer / digital transformation plan to clearly articulate initiatives required to consciously transform the bank to the targeted future state</li> <li>· Follow the customer digital solution strategy, technology architecture, platform alternatives and roadmaps to support and enable business and technology vision and goals</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Incorporate complex technology programmes, applications, systems, infrastructure, and business issues in the transformation processes</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Quantify the value / size of new opportunities to inform and prioritize technologies, channels, processes, products and services roadmaps</li> <li>· Articulate complex business issues and trends, including the associated technology implications within the financial service industries to develop the transformation plan</li> <li>· Adopt a strategic perspective, critical thinking, and value enhancing objective to integrate complex issues in the transformation processes</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Utilize strategic level data to carry out in depth analysis for enhanced business effectiveness | Be able to: <ul style="list-style-type: none"> <li>· Understand the customer and bank driven digital strategies developed and is capable to translate them to build detailed transformation plan</li> <li>· Gather complex information to perform data analysis in driving increased business effectiveness, improved technology utilization and enhanced position to address market forces</li> </ul> | 6.2 | Construct digital transformation plan with envisioning foresight | Be able to: <ul style="list-style-type: none"> <li>· Adopt a strategic mindset, analytical thinking, and operational prospective to drive business value upon customer and digital transformation roadmapping</li> <li>· Construct detailed customer / digital transformation plan to clearly articulate initiatives required to consciously transform the bank to the targeted future state</li> <li>· Follow the customer digital solution strategy, technology architecture, platform alternatives and roadmaps to support and enable business and technology vision and goals</li> </ul> | 6.3 | Incorporate complex technology programmes, applications, systems, infrastructure, and business issues in the transformation processes | Be able to: <ul style="list-style-type: none"> <li>· Quantify the value / size of new opportunities to inform and prioritize technologies, channels, processes, products and services roadmaps</li> <li>· Articulate complex business issues and trends, including the associated technology implications within the financial service industries to develop the transformation plan</li> <li>· Adopt a strategic perspective, critical thinking, and value enhancing objective to integrate complex issues in the transformation processes</li> </ul> |
| 6.1   | Utilize strategic level data to carry out in depth analysis for enhanced business effectiveness                                       | Be able to: <ul style="list-style-type: none"> <li>· Understand the customer and bank driven digital strategies developed and is capable to translate them to build detailed transformation plan</li> <li>· Gather complex information to perform data analysis in driving increased business effectiveness, improved technology utilization and enhanced position to address market forces</li> </ul>   |     |   |  |     |  |  |     |   |  |
| 6.2   | Construct digital transformation plan with envisioning foresight  | Be able to: <ul style="list-style-type: none"> <li>· Adopt a strategic mindset, analytical thinking, and operational prospective to drive business value upon customer and digital transformation roadmapping</li> <li>· Construct detailed customer / digital transformation plan to clearly articulate initiatives required to consciously transform the bank to the targeted future state</li> <li>· Follow the customer digital solution strategy, technology architecture, platform alternatives and roadmaps to support and enable business and technology vision and goals</li> </ul>   |     |   |  |     |  |  |     |   |  |
| 6.3   | Incorporate complex technology programmes, applications, systems, infrastructure, and business issues in the transformation processes | Be able to: <ul style="list-style-type: none"> <li>· Quantify the value / size of new opportunities to inform and prioritize technologies, channels, processes, products and services roadmaps</li> <li>· Articulate complex business issues and trends, including the associated technology implications within the financial service industries to develop the transformation plan</li> <li>· Adopt a strategic perspective, critical thinking, and value enhancing objective to integrate complex issues in the transformation processes</li> </ul>   |     |   |  |     |  |  |     |   |  |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Taking complex technology factors and business issues into account, lead indepth analysis to construct customer and digital transformation road maps</li> <li>(ii) Follow the customer digital solution strategy, technology architecture, platform alternatives and road maps to support and enable business model transformation</li> </ol>  |     |   |  |     |  |  |     |   |  |
| <b>8</b>  | <b>Remarks</b>  |  |     |   |  |     |  |  |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |                            |   |  |  |
|---|----------------------------|---|--|--|
| <b>1</b>  | <b>Title</b>               | Perform process reengineering and financial technology development  |  |  |
| <b>2</b>  | <b>Code</b>                | TBD   |  |  |
| <b>3</b>  | <b>Range</b>               | With an aim to deliver excellent customer experience, to Implement a wide range of complex bank-wide process enhancement and technological improvement of all types   |  |  |
| <b>4</b>  | <b>Level</b>               | 6   |  |  |
| <b>5</b>  | <b>Credit</b>              | 4   |  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Understand how latest financial technologies affect digital solutions of the bank                        | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of latest development of financial technology</li> <li>· Understand process and best practices on implementation of CRM or mobile enabled solutions</li> </ul>   |
|   |                            | 6.2   | Design and develop and operation technology environment with consideration of business issues and trends | Be able to: <ul style="list-style-type: none"> <li>· Articulate complex business issues and trends, including the associated technology implications within banking and other financial services industries</li> <li>· Manage resources through design, development, and / or operations of complex technology environment including programmes, applications, systems and / or infrastructure</li> </ul>  |
|   |                            | 6.3   | Develop future operating models and processes in a professional manner                                   | Be able to: <ul style="list-style-type: none"> <li>· Perform detailed assessment on the effectiveness of customer impacting processes in accordance to the bank's practice standards and based on that to make recommendations to align to bank's objectives, market trends</li> <li>· Develop, align and deploy future state operating models and processes to match the bank's strategic goals and vision</li> <li>· Take steps to ensure the design of future operations models and processes is conforming to the standards of the bank and meeting all regulatory requirements</li> </ul> |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Perform thorough assessment of customer impacted processes and baed on the findings to develop future state operating models and process to cope with the bank's strategic goals and vision |  |  |
| <b>8</b>  | <b>Remarks</b>             |   |  |  |



## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 9. Strategic Business Development and General Management &gt; Financial Technology Management</b> |   |   |     |   |   |     |                                 |   |     |                     |  |
|---|---|---|-----|---|---|-----|---------------------------------|---|-----|---------------------|--|
| <b>1</b>  | <b>Title</b>  | Execute digital platform evaluation and selection   |     |   |   |     |                                 |   |     |                     |  |
| <b>2</b>  | <b>Code</b>   | TBD   |     |   |   |     |                                 |   |     |                     |  |
| <b>3</b>  | <b>Range</b>  | Identify best suited platforms or tools in terms of customer accessibility and cost effectiveness to implement a wide range of complex bank-wide technological solutions  |     |   |   |     |                                 |   |     |                     |  |
| <b>4</b>  | <b>Level</b>  | 5   |     |   |   |     |                                 |   |     |                     |  |
| <b>5</b>  | <b>Credit</b>   | 4   |     |   |   |     |                                 |   |     |                     |  |
| <b>6</b>  | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Understand how latest financial technologies affect digital solutions of the bank</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Keep abreast of latest development of financial technology</li> <li>· Understand different operational processes and best practices of business solution implementation on Customer Relationship Management, mobile device management platforms and mobile application management platforms</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Perform evaluation and analysis</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Execute proven methodologies to objectively identify, evaluate, and select technology platforms and tools that are most effective to activate planned technology transformation and / or business solutions</li> <li>· Perform evaluation and analysis of the effectiveness of existing solutions, platforms, and tools against selected business and technology KPIs and strategic goals</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Implement solutions</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Articulate leading business issues and trends, including the associated technology implications and employ the best suited platforms to implement the solutions</li> <li>· Take steps to ensure the platforms selected produce greatest benefits to the users and the bank</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Understand how latest financial technologies affect digital solutions of the bank | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of latest development of financial technology</li> <li>· Understand different operational processes and best practices of business solution implementation on Customer Relationship Management, mobile device management platforms and mobile application management platforms</li> </ul> | 6.2 | Perform evaluation and analysis | Be able to: <ul style="list-style-type: none"> <li>· Execute proven methodologies to objectively identify, evaluate, and select technology platforms and tools that are most effective to activate planned technology transformation and / or business solutions</li> <li>· Perform evaluation and analysis of the effectiveness of existing solutions, platforms, and tools against selected business and technology KPIs and strategic goals</li> </ul> | 6.3 | Implement solutions | Be able to: <ul style="list-style-type: none"> <li>· Articulate leading business issues and trends, including the associated technology implications and employ the best suited platforms to implement the solutions</li> <li>· Take steps to ensure the platforms selected produce greatest benefits to the users and the bank</li> </ul> |
| 6.1   | Understand how latest financial technologies affect digital solutions of the bank | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of latest development of financial technology</li> <li>· Understand different operational processes and best practices of business solution implementation on Customer Relationship Management, mobile device management platforms and mobile application management platforms</li> </ul>   |     |   |   |     |                                 |   |     |                     |  |
| 6.2   | Perform evaluation and analysis   | Be able to: <ul style="list-style-type: none"> <li>· Execute proven methodologies to objectively identify, evaluate, and select technology platforms and tools that are most effective to activate planned technology transformation and / or business solutions</li> <li>· Perform evaluation and analysis of the effectiveness of existing solutions, platforms, and tools against selected business and technology KPIs and strategic goals</li> </ul>   |     |   |   |     |                                 |   |     |                     |  |
| 6.3   | Implement solutions   | Be able to: <ul style="list-style-type: none"> <li>· Articulate leading business issues and trends, including the associated technology implications and employ the best suited platforms to implement the solutions</li> <li>· Take steps to ensure the platforms selected produce greatest benefits to the users and the bank</li> </ul>  |     |   |   |     |                                 |   |     |                     |  |
| <b>7</b>  | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are:<br>(i) Identify and select appropriate platforms to deliver complex business solutions in considering CRM capacity, cost effectiveness and customer satisfaction   |     |   |   |     |                                 |   |     |                     |  |
| <b>8</b>  | <b>Remarks</b>  |   |     |   |   |     |                                 |   |     |                     |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Technology Management |                            |  |   |   |
|--|----------------------------|--|---|---|
| 1  | <b>Title</b>               | Identify and prioritize new technological features and alternative solutions for digital products  |   |   |
| 2  | <b>Code</b>                | TBD  |   |   |
| 3  | <b>Range</b>               | Develop new digital product features for the entire bank based on thorough research and manage the production goals and standards  |   |   |
| 4  | <b>Level</b>               | 5  |   |   |
| 5  | <b>Credit</b>              | 4  |   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|  |                            | 6.1  | Understand technology development in the industry, manage and deliver components of functional user engagements | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry and master the techniques of designing creative technological solutions</li> <li>· Identify, design and implement technology, digital products and creative business solutions for user departments</li> <li>· Develop and maintain contact with decision makers of the user departments; organize and lead different aspects of the proposal development process to develop the technological solutions for digital products</li> </ul> |
|  |                            | 6.2  | Lead research to identify and prioritize new product feature requirements                                       | Be able to: <ul style="list-style-type: none"> <li>· Leverage industry research, competitive information and client usage metrics to help identify and prioritize new technological product feature requirements</li> <li>· Compare features of alternative solutions with the new digital products proposed initially based on business needs, cost benefit analysis and risk returns analysis</li> </ul>  |
|  |                            | 6.3  | Deliver digital solutions to address needs of different business areas  | Be able to: <ul style="list-style-type: none"> <li>· Collaborate with other functional areas of the bank and other business partners (e.g. commercial banking, private banking, treasury, etc.) to deliver leading digital solutions that are not only meeting the unique needs of retail banking sector but can also share the capabilities with the rest</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Manage the research, planning, development and implementation of new digital product features, working with technology and operational partners to ensure that requirements and standards are met</li> </ol> |   |   |
| 8  | <b>Remarks</b>             |  |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Technology Management |                            |  |  |  |
|--|----------------------------|--|--|--|
| 1  | <b>Title</b>               | Execute digital usage, reporting and optimization strategy   |  |  |
| 2  | <b>Code</b>                | TBD  |  |  |
| 3  | <b>Range</b>               | Develop and execute digital and mobile usage metrics for all products, services and operational processes of the entire bank   |  |  |
| 4  | <b>Level</b>               | 5  |  |  |
| 5  | <b>Credit</b>              | 4  |  |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|  |                            | 6.1  | Strong understanding of banking business and financial analytics methodology in the industry   | Be able to: <ul style="list-style-type: none"> <li>· Keep abreast of the latest development of technology utilization in financial services industry</li> <li>· Harness data and resources to maximize prospect and customer engagement in support of the bank's strategic goals</li> </ul>  |
|  |                            | 6.2  | Drive all aspects of customer experience. Targeting and engagement across different functional areas of the bank; including the bank's business partners | Be able to: <ul style="list-style-type: none"> <li>· Provide analytic insight, drive targeting segmentation and identify new opportunities to increase digital and mobile engagement</li> <li>· Employ a disciplined, data-driven approach to enhance customer experience across the full life cycle, with digital and mobile as priority channels for acquisition, servicing and engagement</li> </ul>  |
|  |                            | 6.3  | Drive continuous engagement of the bank's digital assets which focuses on mobile adoption  | Be able to: <ul style="list-style-type: none"> <li>· Partner with analytic teams to drive digital behaviour analysis that will inform and provide insights to digital strategy development</li> <li>· Coordinate periodic reports on data analysis of digital marketing performance, digital product usage, segmentation of customer usage distribution, promotion campaign data, etc. to management team as useful tools to make strategic decision</li> <li>· Facilitate analysis to identify areas of opportunity to increase digital and mobile engagement and identify key digital behaviours that drive sustained behaviours</li> <li>· Take steps to ensure the measurement data of analysis are processed accurately and precisely</li> <li>· Ensure all reports and documents are created in the format conformed to the bank's standards and policies</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Develop and maintain a dynamic reporting infrastructure which includes regular reporting of digital and mobile usage and campaign analysis with insights and details on their performance</li> </ol> |  |  |
| 8  | <b>Remarks</b>             |  |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 9. Strategic Business Development and General Management > Financial Technology Management |                            |  |   |  |
|--|----------------------------|--|---|--|
| 1  | <b>Title</b>               | Promulgate financial technology mission of the bank and develop talents in digital banking   |   |  |
| 2  | <b>Code</b>                | TBD  |   |  |
| 3  |                            | Actively engage staff from different business areas of the bank in the technology transformation journey; provide training, promote new digital initiatives and identify talents to take up new digital assignments  |   |  |
| 4  | <b>Level</b>               | 5  |   |  |
| 5  | <b>Credit</b>              | 4  |   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|  |                            | 6.1  | Keep update of market trend on digital development    | Be able to: <ul style="list-style-type: none"> <li>Keep abreast of the latest development of technology utilization in financial services industry</li> <li>Demonstrate ability to define, prioritise and deliver forefront digital strategies and Think strategically and stay on top of tactical execution</li> </ul>  |
|  |                            | 6.2  | Provide education and training opportunities to staff | Be able to: <ul style="list-style-type: none"> <li>Work with the digital drivers of the bank and external business partners, frontline staff and back office personnel to promote digital products and services offers</li> <li>Organize training on digital banking and related subject areas for staff to provide updated information on market intelligence and enhance their knowledge in financial technology</li> <li>Perform role of counselor and coach to provide input and guidance on financial technology knowledge into the staff development process; identify talents to take up new new digital assignments</li> </ul> |
|  |                            | 6.3  | Instill a digital culture                             | Be able to: <ul style="list-style-type: none"> <li>Skillful to shape business strategies for digital products and services with a mission to instill a digital culture within the bank</li> <li>Communicate and promote financial technology mission across the bank through designing and implementing training to staff of the supporting functions and engage them to enhance the operational procedures</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Through active engagement of staff to define digital strategies and promotion of digital products and services to instill a culture of technological transformation</li> <li>Provide training, coaching and counselling to staff in order to develop their competency in financial technology</li> </ol> |   |  |
| 8  | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards (SCS) Summary Table for Retail banking

| 10. Competency Matrix of Other Core Generic Competences |  |  |  |  |  |                      |
|---|--|--|--|--|--|----------------------|
| QF Level  | 10.1 Business Goal Management  | 10.2 People Management and Talent Development  | 10.3 Resources Management                                    | 10.4 Change Management   | 10.5 Project / Program Management  | 10.6 Self Management |
| 7   | Identify new opportunities on business development<br><br>BROGOA701A<br>5 Credits                          |  |  |  |  |                      |
| 6   | Build alignment among different team members to work towards a unified goal<br><br>BROGOA601A<br>4 Credits |  |  | Develop change management strategies<br><br>BROGOM601A<br>4 Credits                                      |  |                      |
| 5   | Solve problems and make decisions creatively to maximize efficiency<br><br>BROGOA502A<br>4 Credits         | Manage work performance of subordinates and take disciplinary actions on sub-standard performance<br><br>BROGOT501A<br>4 Credits | Plan for resources allocation<br><br>BROGOR501A<br>4 Credits | Implement change management plan and provide support for staff adaptation<br><br>BROGOM501A<br>4 Credits | Set up project/ program team and establish infrastructure<br><br>BROGOP501A<br>4 Credits |                      |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |   |   |  |   |  |  |
|---|---|---|--|---|--|--|
| 5 |   | Develop and implement talent development activities<br>BROGOT503A<br>4 Credits                                | Expand existing resources pool<br>BROGOR502A<br>4 Credits              | Redesign work process in response to changes<br>BROGOM502A<br>4 Credits                 | Develop implementation plan of the project/ program<br>BROGOP502A<br>4 Credits                   |  |
|   |   | Support subordinates in achieving their career aspiration<br>BROGOT504A<br>4 Credits                          | Maximize utilization of different resources<br>BROGOR503A<br>4 Credits | Manage changes in operations / systems that affect customers<br>BROGOM503A<br>4 Credits | Monitor project/ program implementation progress<br>BROGOP503A<br>4 Credits                      |  |
|   |   | Supervise team members in accomplishing task assignments during the course of work<br>BROGOA501A<br>4 Credits |  |   |  |  |
| 4 | Lead project teams to achieve assigned tasks<br>BROGOA401A<br>3 Credits | Improve coordination and team performance<br>BROGOA402A<br>3 Credits  |  | Manage self to adapt to an ever changing working environment<br>New<br>3 Credits        | Execute the actions according to the project/ program management plan<br>BROGOP401A<br>3 Credits | Take personal commitment to strive for continuous learning and improvement<br>New<br>3 Credits |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

|   |  |  |  |  |  |  |
|---|--|--|--|--|--|--|
| 4 |  |  |  |  | Assess and report the results of project/ program<br><br>BROGOP402A<br>3 Credits | Demonstrate customer oriented behaviour to meet the bank's customer-centric value<br><br>New<br>3 Credits                |
|   |  |  |  |  |  | Contribute innovative ideas for improving work performance and quality<br><br>New<br>3 Credits                           |
|   |  |  |  |  |  | Keep in pace with the development of financial technology to ensure one's technology proficiency<br><br>New<br>3 Credits |
| 3 |  |  |  |  |  |  |
| 2 |  |  |  |  |  |  |
| 1 |  |  |  |  |  |  |

Black: Unchanged

Red: New UoC

Blue: Moved from other Key Functions/ Functional Area

Green: Changed in UoC title/ Content/ Level

Purple: Moved and Changed UoC title/ Content/ Level

## 10. Other Core Generic Competences

| QF Level | Function / Competency   | UoC Code   | Credit | Page |
|----------|---|------------|--------|------|
| Level 7  | <b>Business Goal Management</b>   |            |        |      |
|          | Identify new opportunities on business development  | BROGOA701A | 5      | 394  |
| Level 6  | <b>Business Goal Management</b>   |            |        |      |
|          | Build alignment among different team members to work towards a unified goal                       | BROGOA601A | 4      | 395  |
|          | <b>Change Management</b>  |            |        |      |
|          | Develop change management strategies  | BROGOM601A | 4      | 406  |
| Level 5  | <b>Business Goal Management</b>   |            |        |      |
|          | Solve problems and make decisions creatively to maximize efficiency                               | BROGOA502A | 4      | 396  |
|          | <b>People Management and Talent Development</b>   |            |        |      |
|          | Manage work performance of subordinates and take disciplinary actions on sub-standard performance | BROGOT501A | 4      | 398  |
|          | Develop and implement talent development activities   | BROGOT503A | 4      | 399  |
|          | Support subordinates in achieving their career aspiration   | BROGOT504A | 4      | 400  |
|          | Supervise team members in accomplishing task assignments during the course of work                | BROGOA501A | 4      | 401  |
|          | <b>Resources Management</b>   |            |        |      |
|          | Plan for resources allocation   | BROGOR501A | 4      | 403  |
|          | Expand existing resources pool  | BROGOR502A | 4      | 404  |
|          | Maximize utilization of different resources   | BROGOR503A | 4      | 405  |
|          | <b>Change Management</b>  |            |        |      |
|          | Implement change management plan and provide support for staff adaptation                         | BROGOM501A | 4      | 407  |
|          | Redesign work process in response to changes  | BROGOM502A | 4      | 408  |
|          | Manage changes in operations / systems that affect customers                                      | BROGOM503A | 4      | 409  |
|          | <b>Project / Program Management</b>   |            |        |      |
|          | Set up project/ program team and establish infrastructure   | BROGOP501A | 4      | 411  |
|          | Develop implementation plan of the project/ program   | BROGOP502A | 4      | 412  |
|          | Monitor project/ program implementation progress  | BROGOP503A | 4      | 413  |
| Level 4  | <b>Business Goal Management</b>   |            |        |      |
|          | Lead project teams to achieve assigned tasks  | BROGOA401A | 3      | 397  |
|          | <b>People Management and Talent Development</b>   |            |        |      |
|          | Improve coordination and team performance   | BROGOA402A | 3      | 402  |
|          | <b>Change Management</b>  |            |        |      |
|          | Manage self to adapt to an ever changing working environment                                      | New        | 3      | 410  |
|          | <b>Project / Program Management</b>   |            |        |      |
|          | Execute the actions according to the project/ program management plan                             | BROGOP401A | 3      | 414  |



|         |  |            |   |     |
|---------|--|------------|---|-----|
| Level 4 | Assess and report the results of project/ program  | BROGOP402A | 3 | 415 |
|         | <b>Self Management</b>   |            |   |     |
|         | Take personal commitment to strive for continuous learning and improvement                       | New        | 3 | 416 |
|         | Demonstrate customer oriented behaviour to meet the bank's customer-centric value                | New        | 3 | 417 |
|         | Contribute innovative ideas for improving work performance and quality                           | New        | 3 | 418 |
|         | Keep in pace with the development of financial technology to ensure one's technology proficiency | New        | 3 | 419 |

Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Business Goal Management |                            |  |  |
|---|----------------------------|--|--|
| 1   | <b>Title</b>               | Identify new opportunities on business development   |  |
| 2   | <b>Code</b>                | BROGOA701A   |  |
| 3   | <b>Range</b>               | Identify new opportunities with a holistic and visionary understanding of the industry and is always able to extend beyond current boundary. This applies to business decisions related to corporate development of a particular business area. The context should be in the absence of complete or consistent data/information and the ability relates to the laying down of development strategies and direction for the bank with a view to maintaining a pioneering and leading position in the industry in anticipation of unpredictable changes. In order to realize the vision, a "creative / innovative" manner refers to the capacity to respond to problems with originality including the use of innovative / brand new technologies, skills and / or operational strategies and processes are introduced |  |
| 4   | <b>Level</b>               | 7  |  |
| 5   | <b>Credit</b>              | 5  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Look for business opportunity proactively  | Be able to: <ul style="list-style-type: none"> <li>· Anticipate major trends and dynamics in the banking and financial services industry, so as to identify new business opportunities</li> <li>· Contribute innovative / original ideas for a new and significant business venture or initiative; research, define, optimize, and document the business concept, and translate thoughts into actions</li> </ul>   |
|   |                            | 6.2 Develop a long term planning on corporate development  | Be able to: <ul style="list-style-type: none"> <li>· Think broadly and multi-dimensionally on long term corporate development; put forward various alternatives that could contribute to the business success</li> </ul>   |
|   |                            | 6.3 Ensure a responsible investment  | Be able to: <ul style="list-style-type: none"> <li>· Analyze the business ideas thoroughly, anticipate the return and estimate the potential risks, assume accountability and risk for making the specific business decisions</li> <li>· Evaluate the whole course of actions and the impact to different stakeholders and the environment; develop solutions to minimize negative effects to any party</li> <li>· Evaluate different scenarios of the business venture in order to minimize mistakes / drawbacks on decision made by oneself or subordinates</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Under the context of absence of complete or consistent data/information and with a view to maintaining a pioneering and leading position in the industry in anticipation of unpredictable change</li> <li>Identification of innovative / original development opportunities based on in-depth and comprehensive analysis of factors affecting the bank's business and forecasts of the future trends and dynamics in the business environment. Assumptions in calculating the return and risks on investment, scenario planning and other analysis should be stated clearly</li> </ol>   |  |
| 8   | <b>Remarks</b>             |  |  |

Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Business Goal Management |                            |  |   |   |
|---|----------------------------|--|---|---|
| 1   | <b>Title</b>               | Build alignment among different team members to work towards a unified goal  |   |   |
| 2   | <b>Code</b>                | BROGOA601A   |   |   |
| 3   | <b>Range</b>               | Align team members to work on the same goal in the context of managing individual / cross-functional teams when carrying out projects of different natures and scales. The context is more related to a broad range of situations and professional work activities in the absence of complete or consistent data / information where R&D skills with creative responses are employed as the problem solving approach to complex management situations  |   |   |
| 4   | <b>Level</b>               | 6  |   |   |
| 5   | <b>Credit</b>              | 4  |   |   |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |   |
|   |                            | 6.1  | Develop a common team goal                          | Be able to: <ul style="list-style-type: none"> <li>· Set goals which are aligned with corporate strategies</li> <li>· Develop team managing plans with reference to the needs, preference and personality of fellow team members</li> <li>· Cultivate shared understanding of the team goal among team members</li> </ul>   |
|   |                            | 6.2  | Communicate the goal to members in a tactful manner | Be able to: <ul style="list-style-type: none"> <li>· Articulate the vision, mission, values, directions, plans and strategies, etc.</li> <li>· Act as a role model by demonstrating proper attitudes and behaviors to drive the work team to achieve high level of performance</li> <li>· Set priority for goals and resources based on their importance and availability and communicate specifically with responsible team members</li> </ul> |
|   |                            | 6.3  | Develop commitment to the goal among team members   | Be able to: <ul style="list-style-type: none"> <li>· Make active attempts to influence team members to achieve goals effectively</li> <li>· Foster an environment and culture for change, actively lead and champion change initiatives in the work unit</li> <li>· Promote and recognize achievements of individuals and work teams by giving constructive feedback and incentives</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Under the context of a broad range of situations and professional work activities in the absence of complete or consistent data / information where R&amp;D skills with creative responses are employed as the problem solving approach to complex management situations</li> <li>(ii) Achieving high degree of understanding and motivation among team members through employing a wide range of tactics (e.g. communications, change management, recognition, etc.) after analyzing the needs, preferred styles and personality of different employee</li> </ol> |   |   |
| 8   | <b>Remarks</b>             |  |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Business Goal Management |                            |   |  |  |
|---|----------------------------|---|--|--|
| 1   | <b>Title</b>               | Solve problems and make decisions creatively to maximize efficiency   |  |  |
| 2   | <b>Code</b>                | BROGOA502A  |  |  |
| 3   | <b>Range</b>               | Solve problems encountered creatively. This apply to tasks in different kinds and scales of projects. The context is more related to routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones   |  |  |
| 4   | <b>Level</b>               | 5   |  |  |
| 5   | <b>Credit</b>              | 4   |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Demonstrate receptiveness to creative ideas    | Be able to: <ul style="list-style-type: none"> <li>· Think beyond the bank's cultural boundaries and demonstrate willingness to take risks by trying new work method</li> <li>· Demonstrate willingness to attempt and apply new concepts and approaches</li> <li>· Keep interest in new ideas and be keen to make further explorations</li> </ul>   |
|   |                            | 6.2   | Propose new ideas to improve existing practice | Be able to: <ul style="list-style-type: none"> <li>· Identify new working methods when encounter problems after analyzing the causes of the problem</li> <li>· Investigate existing work methods, modify and improve work processes to enhance efficiency</li> <li>· Contribute solutions when there are changes in the projects</li> </ul>  |
|   |                            | 6.3   | Make decision to put forward new ideas         | Be able to: <ul style="list-style-type: none"> <li>· Make decisions through either an intuitive or reasoned process, or a combination of the two. Take past experienc, personal values and factual reasoning into consideration</li> </ul> <p>Find more at:<br/> <a href="http://www.skillsyouneed.com/ips/decision-making.html#ixzz4RemEBYtv">http://www.skillsyouneed.com/ips/decision-making.html#ixzz4RemEBYtv</a><br/>           Make decisions through either an intuitive or reasoned process, or a combination of the two</p> <ul style="list-style-type: none"> <li>· Gather necessary data, prioritise information collected based on their level of importance</li> <li>· Evaluate the risks involved in different alternatives, weigh up their pros and cons, eliminate those are not in alignment with the bank's values and make the decision</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Under the context of a broad range of situations and professional work activities in the absence of complete or consistent data / information where R&amp;D skills with creative responses are employed as the problem solving approach to complex management situations</li> <li>Proposal of new ideas to improve existing work practices. The suggestions should be based on analysis on existing problems and cost-effectiveness calculations</li> <li>Develop a list of possible solutions or options available; assess risks involved and pros and cons of each of them in order to select a most appropriate one the implement</li> </ol> |  |  |
| 8   | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Business Goal Management |  |  |     |  |   |     |   |  |     |  |  |
|---|--|--|-----|--|---|-----|---|--|-----|--|--|
| 1   | <b>Title</b>   | Lead project teams to achieve assigned tasks   |     |  |   |     |   |  |     |  |  |
| 2   | <b>Code</b>  | BROGOA401A   |     |  |   |     |   |  |     |  |  |
| 3   | <b>Range</b>   | Demonstrate aspiration to accomplish the assigned work. This applies to individual performance of employees with different roles and in different kinds of projects. It refers to context of preparing said action / operational plan independently after thorough investigation or providing support in complex tasks   |     |  |   |     |   |  |     |  |  |
| 4   | <b>Level</b>   | 4  |     |  |   |     |   |  |     |  |  |
| 5   | <b>Credit</b>  | 3  |     |  |   |     |   |  |     |  |  |
| 6   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Drive for outstanding performance to meet or even exceed goals set</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Demonstrate initiative in meeting changes and challenges</li> <li>· Press for outstanding performance and strive for a self-defined standard of excellence higher than requirements stated by the project team</li> <li>· Review the quality and strive for excellence for own job</li> <li>· Execute duties effectively and promptly so that can achieve the stated deadline while without sacrificing quality</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Remain resilient during difficult times</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Remain positive and overcome difficulties, resistance or setbacks while encountering hiccups during the projects</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Maintain high ethical standard while pursuing personal achievement</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Demonstrate high ethical standard in pursuing personal achievement</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Drive for outstanding performance to meet or even exceed goals set | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate initiative in meeting changes and challenges</li> <li>· Press for outstanding performance and strive for a self-defined standard of excellence higher than requirements stated by the project team</li> <li>· Review the quality and strive for excellence for own job</li> <li>· Execute duties effectively and promptly so that can achieve the stated deadline while without sacrificing quality</li> </ul> | 6.2 | Remain resilient during difficult times | Be able to: <ul style="list-style-type: none"> <li>· Remain positive and overcome difficulties, resistance or setbacks while encountering hiccups during the projects</li> </ul> | 6.3 | Maintain high ethical standard while pursuing personal achievement | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate high ethical standard in pursuing personal achievement</li> </ul> |
| 6.1   | Drive for outstanding performance to meet or even exceed goals set | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate initiative in meeting changes and challenges</li> <li>· Press for outstanding performance and strive for a self-defined standard of excellence higher than requirements stated by the project team</li> <li>· Review the quality and strive for excellence for own job</li> <li>· Execute duties effectively and promptly so that can achieve the stated deadline while without sacrificing quality</li> </ul>  |     |  |   |     |   |  |     |  |  |
| 6.2   | Remain resilient during difficult times                            | Be able to: <ul style="list-style-type: none"> <li>· Remain positive and overcome difficulties, resistance or setbacks while encountering hiccups during the projects</li> </ul>   |     |  |   |     |   |  |     |  |  |
| 6.3   | Maintain high ethical standard while pursuing personal achievement | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate high ethical standard in pursuing personal achievement</li> </ul>   |     |  |   |     |   |  |     |  |  |
| 7   | <b>Assessment Criteria</b>   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Under the context of preparing the said action / operational plan independently after thorough investigation</li> <li>(ii) Completion of assigned task which can meet or even exceed the performance criteria while maintaining high level of quality and ethical standards</li> <li>(iii) Maintain high ethical standard and resilience during ordinary business courses and difficult times</li> </ol>   |     |  |   |     |   |  |     |  |  |
| 8   | <b>Remarks</b>   |  |     |  |   |     |   |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; People Management and Talent Development</b> |   |   |     |   |  |     |  |   |     |   |  |
|--|---|---|-----|---|--|-----|--|---|-----|---|--|
| <b>1</b>   | <b>Title</b>  | Manage work performance of subordinates and take disciplinary actions on sub-standard performance   |     |   |  |     |  |   |     |   |  |
| <b>2</b>   | <b>Code</b>   | BROGOT501A  |     |   |  |     |  |   |     |   |  |
| <b>3</b>   | <b>Range</b>  | Manage the performance of individual or team to ensure achievement of planned objectives. Take appropriate actions on substandard performance of subordinates. This applies to performance management of employees of different ranks and job functions   |     |   |  |     |  |   |     |   |  |
| <b>4</b>   | <b>Level</b>  | 5   |     |   |  |     |  |   |     |   |  |
| <b>5</b>   | <b>Credit</b>   | 4   |     |   |  |     |  |   |     |   |  |
| <b>6</b>   | <b>Competency</b>   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Set clear objectives and plans in performance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Establish clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit</li> <li>· Guide employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies, etc.</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Provide guidance to others in work performance and manage sub-standard performance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Analyze 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 motivate others to achieve their performance goals</li> <li>· Analyze the performance problems of those who do not meet pre-set standards , identify the root causes and formulate solutions</li> <li>· Provide coaching / counseling to subordinates who cannot meet the basic requirements as stated by the bank or fail to observe the regulatory requirements</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Review and monitor the performance achievement of others , take disciplinary actions if necessary</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate others' work performance regularly and provide constructive feedback for improvement</li> <li>· Motivate others to correct deficiencies and follow up improvement progress on a mutually agreed time frame</li> <li>· Discuss with the sub-standard subordinates about the follow-up actions according to the cause and solutions identified</li> <li>· Formulate plans on disciplinary actions with the help of Human Resources Department if or insufficient improvement of subordinate is observed</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Set clear objectives and plans in performance | Be able to: <ul style="list-style-type: none"> <li>· Establish clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit</li> <li>· Guide employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies, etc.</li> </ul> | 6.2 | Provide guidance to others in work performance and manage sub-standard performance | Be able to: <ul style="list-style-type: none"> <li>· Analyze 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 motivate others to achieve their performance goals</li> <li>· Analyze the performance problems of those who do not meet pre-set standards , identify the root causes and formulate solutions</li> <li>· Provide coaching / counseling to subordinates who cannot meet the basic requirements as stated by the bank or fail to observe the regulatory requirements</li> </ul> | 6.3 | Review and monitor the performance achievement of others , take disciplinary actions if necessary | Be able to: <ul style="list-style-type: none"> <li>· Evaluate others' work performance regularly and provide constructive feedback for improvement</li> <li>· Motivate others to correct deficiencies and follow up improvement progress on a mutually agreed time frame</li> <li>· Discuss with the sub-standard subordinates about the follow-up actions according to the cause and solutions identified</li> <li>· Formulate plans on disciplinary actions with the help of Human Resources Department if or insufficient improvement of subordinate is observed</li> </ul> |
| 6.1  | Set clear objectives and plans in performance   | Be able to: <ul style="list-style-type: none"> <li>· Establish clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit</li> <li>· Guide employees to set up performance objectives and plans after considering the bank's strategies, their aspirations and competencies, etc.</li> </ul>  |     |   |  |     |  |   |     |   |  |
| 6.2  | Provide guidance to others in work performance and manage sub-standard performance                | Be able to: <ul style="list-style-type: none"> <li>· Analyze 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 motivate others to achieve their performance goals</li> <li>· Analyze the performance problems of those who do not meet pre-set standards , identify the root causes and formulate solutions</li> <li>· Provide coaching / counseling to subordinates who cannot meet the basic requirements as stated by the bank or fail to observe the regulatory requirements</li> </ul>   |     |   |  |     |  |   |     |   |  |
| 6.3  | Review and monitor the performance achievement of others , take disciplinary actions if necessary | Be able to: <ul style="list-style-type: none"> <li>· Evaluate others' work performance regularly and provide constructive feedback for improvement</li> <li>· Motivate others to correct deficiencies and follow up improvement progress on a mutually agreed time frame</li> <li>· Discuss with the sub-standard subordinates about the follow-up actions according to the cause and solutions identified</li> <li>· Formulate plans on disciplinary actions with the help of Human Resources Department if or insufficient improvement of subordinate is observed</li> </ul>  |     |   |  |     |  |   |     |   |  |
| <b>7</b>   | <b>Assessment Criteria</b>  | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) 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>(ii) Monitoring of subordinate's performance by providing suitable guidance and motivation according to their abilities and job performance</li> </ol>   |     |   |  |     |  |   |     |   |  |
| <b>8</b>   | <b>Remarks</b>  |   |     |   |  |     |  |   |     |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; People Management and Talent Development</b> |                            |   |  |
|--|----------------------------|---|--|
| <b>1</b>   | <b>Title</b>               | Develop and implement talent development activities   |  |
| <b>2</b>   | <b>Code</b>                | BROGOT503A  |  |
| <b>3</b>   | <b>Range</b>               | Provide suitable development activities to nurture talents for the bank. This applies to talent development for employees of different ranks and job functions  |  |
| <b>4</b>   | <b>Level</b>               | 5   |  |
| <b>5</b>   | <b>Credit</b>              | 4   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Identify talent needs in the unit   | Be able to: <ul style="list-style-type: none"> <li>Develop comprehensive training and development plans for different the unit to ensure sufficient supply of talents with expertise in various functions, product lines / services and operations</li> <li>Analyze the development of the unit and identify skills and knowledge which that need to be enhanced</li> </ul>  |
|  |                            | 6.2 Identify training and developmental needs in subordinates   | Be able to: <ul style="list-style-type: none"> <li>Consult individual to identify training needs based on operational requirements and individual's competency level</li> <li>Monitor the change in job requirements of positions under supervision and develop suitable training plan for the incumbents</li> </ul>   |
|  |                            | 6.3 Provide training or other learning opportunities to subordinates in order to build a talet pool for succession  | Be able to: <ul style="list-style-type: none"> <li>Nominate and encourage subordinates to join suitable in-house training or external programs for skill enhancement and development</li> <li>Develop and deliver on-the-job training to strengthen performance of subordinates</li> <li>Develop job enrichment and other learning-by-doing opportunities to help subordinates to plan for their long-term career development</li> <li>Build and develop talent pool for succession in accordance to business needs</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <p>(i) Provision of different kinds of learning opportunities to subordinates. The learning opportunities should be based on analysis on the needs of the departments / units and the developmental needs of the employees</p> |  |
| <b>8</b>   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; People Management and Talent Development</b> |                            |   |   |  |
|--|----------------------------|---|---|--|
| <b>1</b>   | <b>Title</b>               | Support subordinates in achieving their career aspiration   |   |  |
| <b>2</b>   | <b>Code</b>                | BROGOT504A  |   |  |
| <b>3</b>   | <b>Range</b>               | Develop employee and help them ascend the career ladder. This applies to career development of employees of different ranks and job functions   |   |  |
| <b>4</b>   | <b>Level</b>               | 5   |   |  |
| <b>5</b>   | <b>Credit</b>              | 4   |   |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>  |   |  |
|  |                            | 6.1   | Explore the career aspirations of subordinates                | Be able to: <ul style="list-style-type: none"> <li>· Observe and discuss with subordinates in order to understand their career aspirations and developmental needs</li> <li>· Formulate career development plan with subordinates to specify how they can utilize opportunities provided by the bank to realize their goals</li> </ul>   |
|  |                            | 6.2   | Facilitate employees to develop skills and knowledge required | Be able to: <ul style="list-style-type: none"> <li>· Advise employees to obtain appropriate academic / professional / technical qualifications which are pivotal to career advancement</li> <li>· Introduce available resources from the bank in supporting lifelong learning for career advancement</li> <li>· Plan for job rotations / movements together with subordinates for their own career development or operational needs</li> </ul> |
|  |                            | 6.3   | Provide career advancement opportunities                      | Be able to: <ul style="list-style-type: none"> <li>· Nominate employees for promotion based on their consistent and outstanding work performance along with an objective assessment against potential and competencies required for a higher rank in a fair manner</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Provision of career development opportunities to subordinates. The opportunities should be based on the development needs of subordinates, the bank's resources and operations of the units |   |  |
| <b>8</b>   | <b>Remarks</b>             |   |   |  |



Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; People Management and Talent Development</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Supervise team members in accomplishing task assignments during the course of work   |  |
| <b>2</b>   | <b>Code</b>                | BROGOA501A   |  |
| <b>3</b>   | <b>Range</b>               | Acting as a leader to give directions and instructions to team members in order to accomplish the task assignment . This applies to team projects of different natures and scales. The context is more related to routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones   |  |
| <b>4</b>   | <b>Level</b>               | 5  |  |
| <b>5</b>   | <b>Credit</b>              | 4  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1 Assign different team members to the right task  | Be able to: <ul style="list-style-type: none"> <li>· Delegate tasks of different natures and scales to relevant team members in an relevant manner to generate a sense of ownership</li> <li>· Assign appropriate level of authority according to the roles and responsibilities of individual team members</li> <li>· Delegate work tasks to team members appropriately based on their ability, expertise and personal interest</li> <li>· Solicit feedback from team members about work assignment to preserve team spirit and create a cooperative climate</li> </ul> |
|  |                            | 6.2 Arrange work schedule to complete the tasks  | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the urgency and importance of work and manage workload</li> <li>· Set appropriate priorities for team members</li> </ul>   |
|  |                            | 6.3 Monitor the work of team members   | Be able to: <ul style="list-style-type: none"> <li>· Take suitable actions and monitor the implementation during the case of emergency</li> <li>· Monitor quality of work of subordinates and the team</li> <li>· Follow through tasks conscientiously to achieve quality results and meet the deadlines</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Under the context of routine operations where evidence-based conceptual skills are employed as the problem solving approach to plan and design management functions including technical and / or supervisory ones</li> <li>(ii) Effective delegation and arrangement of work based on understanding in the ability and preference of different team members</li> <li>(iii) Monitoring the work of subordinates and take suitable actions during the course to ensure achievement of quality results</li> </ol> |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; People Management and Talent Development</b> |                            |  |  |
|--|----------------------------|--|--|
| <b>1</b>   | <b>Title</b>               | Improve coordination and team performance  |  |
| <b>2</b>   | <b>Code</b>                | BROGOA402A   |  |
| <b>3</b>   | <b>Range</b>               | Act as a productive team players by adopting an open-minded working style. This applies to teamwork in different kinds of team. It refers to context of preparing said action / operational plan independently after thorough investigation or providing support in complex tasks  |  |
| <b>4</b>   | <b>Level</b>               | 4  |  |
| <b>5</b>   | <b>Credit</b>              | 3  |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|  |                            | 6.1  | Be receptive to team member's opinions<br><br>Be able to: <ul style="list-style-type: none"> <li>· Employ different communication strategies to seek for team members' comments and change work methods to achieve better results when necessary</li> <li>· Initiate open and two-way communication; accept ideas/opinions and feedback in a positive and constructive manner</li> </ul> |
|  |                            | 6.2  | Offer assistance to team members<br><br>Be able to: <ul style="list-style-type: none"> <li>· Communicate with different team members to understand their difficulties; share responsibilities when appropriate</li> <li>· Contribute your expertise by assisting co-workers to achieve quality performance and continuous improvement</li> </ul>   |
|  |                            | 6.3  | Exhibit professionalism in coordinating team performance<br><br>Be able to: <ul style="list-style-type: none"> <li>· Take steps to encourage all related staff members contribute their greatest effort in sharing skills, knowledge and work experience to enhance team performance</li> </ul>  |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Under the context preparing the said action / operational plan independently after thorough investigation<br>(ii) Improvement in team performance and coordination through using different communication strategies and offering different kinds of assistance |  |
| <b>8</b>   | <b>Remarks</b>             |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Resources Management |                            |   |  |  |
|---|----------------------------|---|--|--|
| 1   | <b>Title</b>               | Plan for resources allocation   |  |  |
| 2   | <b>Code</b>                | BROGOR501A  |  |  |
| 3   | <b>Range</b>               | Develop the resources management plan of a particular business area. This applies to arrangement of different kinds of tangible and intangible resources for different business departments or units  |  |  |
| 4   | <b>Level</b>               | 5   |  |  |
| 5   | <b>Credit</b>              | 4   |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |  |
|   |                            | 6.1   | Evaluate resources required by the bank                      | Be able to: <ul style="list-style-type: none"> <li>· Plan, deploy and review resources strategically to meet current and future needs of the business development</li> <li>· Identify various resource needs of different business units or departments and prioritize them; make recommendations and evaluate request for resources acquirement</li> </ul>  |
|   |                            | 6.2   | Allocate resources to different departments / business units | Be able to: <ul style="list-style-type: none"> <li>· Allocate resources according to the bank's strategies in order to achieve the bank's objectives and ensure optimal utilization</li> <li>· Review key policies and procedures strategically to attain cost effectiveness and sustainable development of the bank</li> <li>· Review policies and procedures regularly to maximize resources utilization</li> <li>· Conduct resources utilization forecast and variance analysis for efficient and effective deployment of the bank's resources which include financial resources, inventory, work skills, information technology, equipments / facilities, space and so on</li> </ul> |
|   |                            | 6.3   | Exhibit professionalism                                      | Be able to: <ul style="list-style-type: none"> <li>· Allocate resources equitably according to different parties' responsibilities under the bank's business plans and ensure optimal distribution and utilization</li> </ul>  |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Resources allocation plan of different kinds of resources for different departments or units in a particular business area. The allocation should be aligned with the overall business targets of the bank, the roles of different departments and units, principles of cost-effectiveness etc. |  |  |
| 8   | <b>Remarks</b>             |   |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Resources Management |                            |  |  |  |
|---|----------------------------|--|--|--|
| 1   | <b>Title</b>               | Expand existing resources pool   |  |  |
| 2   | <b>Code</b>                | BROGOR502A   |  |  |
| 3   | <b>Range</b>               | Expand existing resources pool by introducing new resources. This applies to different kinds of tangible and intangible resources  |  |  |
| 4   | <b>Level</b>               | 5  |  |  |
| 5   | <b>Credit</b>              | 4  |  |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |  |  |
|   |                            | 6.1  | Identify needs for additional resources                    | Be able to: <ul style="list-style-type: none"> <li>· Evaluate alternatives and/or substitute to explore whether it is possible to enhance the effectiveness of the unit</li> <li>· Evaluate the possibilities of re-prioritizing or streamlining tasks to judge whether the unit can meet the needs of urgent and important tasks by deploying existing resources</li> <li>· Analyze current and future requirements and resources allocation of different departments or units and identify what resources are required to enhance performance</li> </ul> |
|   |                            | 6.2  | Explore and bring in additional resources                  | Be able to: <ul style="list-style-type: none"> <li>· Source for new resources and evaluate the return on investment to make decision on acquisition for new resources</li> <li>· Take responsibility and initiative to pull in new resources creatively in order to enhance performance of different operations and business units</li> <li>· Analyze new approaches of raising additional resources and encourage staff to bring in creative ideas</li> </ul>   |
|   |                            | 6.3  | Demonstrate professionalism in changing the resources pool | Be able to: <ul style="list-style-type: none"> <li>· Take steps to conduct thorough and reliable analysis in order to ensure all additional resources are justified</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Sourcing and deployment of new or additional resources based on analysis on resources requirements of different units and the return on investment of different alternatives |  |  |
| 8   | <b>Remarks</b>             |  |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Resources Management |                            |  |   |  |
|---|----------------------------|--|---|--|
| 1   | <b>Title</b>               | Maximize utilization of different resources  |   |  |
| 2   | <b>Code</b>                | BROGOR503A   |   |  |
| 3   | <b>Range</b>               | Maximize usage of different resources to improve cost effectiveness. This applies to different kinds of tangible and intangible resources  |   |  |
| 4   | <b>Level</b>               | 5  |   |  |
| 5   | <b>Credit</b>              | 4  |   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>   |   |  |
|   |                            | 6.1  | Evaluate current resources allocation                   | Be able to: <ul style="list-style-type: none"> <li>· Keep updated with the bank's strategies and goals and review the priority in allocation of available resources for various departments, programs or projects</li> <li>· Evaluate the existing utilization rate and identify ways of cost saving through making effective use of allocated resources</li> <li>· Provide feedback on the work process to facilitate optimal utilization of allocated resources</li> </ul> |
|   |                            | 6.2  | Adjust existing allocation plan to maximize utilization | Be able to: <ul style="list-style-type: none"> <li>· Conduct cost-effectiveness analysis of different approaches when deciding redeployment of existing resources</li> <li>· Devise action plans on resources redeployment to ensure no operational procedures will be disrupted</li> </ul>  |
|   |                            | 6.3  | Demonstrate professionalism in resources allocation     | Be able to: <ul style="list-style-type: none"> <li>· Allocate resources equitably according to changing business and operations environment and ensure optimal distribution and utilization</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Redeployment of resources when necessary. The redeployment should be based on analysis of utilization rate and cost-effectiveness calculation amongst different alternatives of resources allocation |   |  |
| 8   | <b>Remarks</b>             |  |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Change Management |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Develop change management strategies  |   |
| 2  | <b>Code</b>                | BROGOM601A  |   |
| 3  | <b>Range</b>               | Design the overall change management strategies to support the bank's development. This applies to major changes in the business, operations or structures of the bank  |   |
| 4  | <b>Level</b>               | 6   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Analyze possible effects brought by the changes   | Be able to: <ul style="list-style-type: none"> <li>Assess the degree of resistance by conducting research on incomplete information such as size of the affected population, concerns of stakeholders, expertise in the bank, the dependency level on the bank, etc.</li> <li>Analyze the nature of changes and the impacts on different operations for developing corresponding programs to help different levels of employees to carry out the new duties</li> </ul>  |
|  |                            | 6.2 Define the change objectives clearly  | Be able to: <ul style="list-style-type: none"> <li>Establish the vision of the change; define change objectives and set clear targets</li> <li>Design messages to communicate the change purpose to concerned stakeholders after analyzing the impacts of change and the perception of different recipients</li> </ul>  |
|  |                            | 6.3 Develop the overall strategies in change management   | Be able to: <ul style="list-style-type: none"> <li>Analyze different change management approaches and establish a suitable strategies for managing changes in retail banking context</li> <li>Identify people with proper skills and commitment to build a dedicated team for particular change so as to ensure consistency and effective implementation of change strategy</li> <li>Estimate the resources required and evaluate whether the bank have enough resources to support the strategy</li> <li>Develop high level action items with flexible priorities and alternatives</li> <li>Develop mechanism in monitoring progress; reviewing and fine tuning</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:<br>(i) Development of overall change management strategies after conducting research on incomplete information to estimate the effects brought by the change. The strategies should have clearly defined objectives and vision |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Change Management |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Implement change management plan and provide support for staff adaptation   |   |
| 2  | <b>Code</b>                | BROGOM501A  |   |
| 3  | <b>Range</b>               | Assist employees to adapt to the changes by instilling attitudinal, cognitive and behavioral change. This applies to every employee whose work is affected by the change  |   |
| 4  | <b>Level</b>               | 5   |   |
| 5  | <b>Credit</b>              | 4   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Assess impacts on employees   | Be able to: <ul style="list-style-type: none"> <li>Estimate the potential impact of the change to employees' work behaviors, work processes and technological requirement so as to provide related support or design relevant programs and/or training to them</li> </ul>   |
|  |                            | 6.2 Gain support and commitment from employees  | Be able to: <ul style="list-style-type: none"> <li>Maintain and strengthen morale during the process of change</li> <li>Assist employees to understand the need of particular change, such as new business process or new technology and corporate support towards the change through various communication channels</li> </ul>   |
|  |                            | 6.3 Enable employees to adapt to changes  | Be able to: <ul style="list-style-type: none"> <li>Provide training, guidance and/or other means of assistance to help employees to attain the goals in change effectively</li> <li>Assist employees to acquire and apply new skills at work through systematic and well-structured training and/or guidance</li> <li>Provide guidelines or operation manual to employees to deal with the changes that require new work behaviors</li> <li>Coach employees who have difficulties or refuse to realign with the change goals</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Managing transition by providing different measures to gain employee's support and lead to changes in behaviors. The measures should be designed according to the nature and degree of changes, reasons underlying employee's resistance and other related factors</li> </ul> |   |
| 8  | <b>Remarks</b>             |   |   |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 10. Other Core Generic Competences &gt; Change Management</b> |                            |  |  |
|---|----------------------------|--|--|
| <b>1</b>  | <b>Title</b>               | Redesign work process in response to changes   |  |
| <b>2</b>  | <b>Code</b>                | BROGOM502A   |  |
| <b>3</b>  | <b>Range</b>               | Update workflows of different functions to align with the change strategies. This applies to every work process which is affected by the change initiatives  |  |
| <b>4</b>  | <b>Level</b>               | 5  |  |
| <b>5</b>  | <b>Credit</b>              | 4  |  |
| <b>6</b>  | <b>Competency</b>          | <b>Performance Requirement</b>   |  |
|   |                            | 6.1 Assess impacts on workflow   | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the forces and scopes of change which affect individuals, groups, department(s), bank's business, operational functions and the bank as a whole</li> </ul>   |
|   |                            | 6.2 Update the workflow to align with changes introduced   | Be able to: <ul style="list-style-type: none"> <li>· Identify work process that must be changed in order to support the change initiative</li> <li>· Identify work processes that can be streamlined due to the introduction of changes and assess the impacts on employees and improvement on operational efficiency</li> <li>· Redesign the work flow, operating procedures and roles of different employees in order to support the implementation of changes</li> <li>· Coordinate with related parties to help affected parties to adapt to new work systems through standardization of work processes</li> </ul> |
|   |                            | 6.3 Develop measures to communicate changes in workflow to concerned parties   | Be able to: <ul style="list-style-type: none"> <li>· Ensure that information about the change, its goal, benefits and consequences are clearly presented to different levels of employees</li> <li>· Develop relevant training materials and organize training programs according to the needs and knowledge level of affected parties to ensure their understanding</li> </ul>  |
| <b>7</b>  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>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</li> <li>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</li> </ol> |  |
| <b>8</b>  | <b>Remarks</b>             |  |  |



**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 10. Other Core Generic Competences &gt; Change Management</b> |  |  |     |                             |  |     |  |  |     |  |   |
|---|--|--|-----|-----------------------------|--|-----|--|--|-----|--|---|
| <b>1</b>  | <b>Title</b>   | Manage changes in operations / systems that affect customers   |     |                             |  |     |  |  |     |  |   |
| <b>2</b>  | <b>Code</b>  | BROGOM503A   |     |                             |  |     |  |  |     |  |   |
| <b>3</b>  | <b>Range</b>   | Manage aspects of changes which affect bank's customers. This applies to every customer who is affected by the changes regardless of the customer segments   |     |                             |  |     |  |  |     |  |   |
| <b>4</b>  | <b>Level</b>   | 5  |     |                             |  |     |  |  |     |  |   |
| <b>5</b>  | <b>Credit</b>  | 4  |     |                             |  |     |  |  |     |  |   |
| <b>6</b>  | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Assess impacts on customers</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Research and estimate perceptions of different customers; identify reasons for resistance by analyzing the customer profiles</li> <li>· Analyze the changes to ensure that minimum disturbance is exerted on customers and least disruption of related internal work processes occurred when implementing operation / system changes</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Manage the change process to minimize customer dissatisfaction</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Monitor the implementation; identify the reactions and feedback of customers and carry out fine-tuning on execution when necessary</li> <li>· 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</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Communicate the changes to customers and gain their acceptance</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Design communication packages together with relevant departments such as Corporate Communication, Marketing, etc.</li> <li>· Facilitate the rollout of change projects by notifying customers of the operational processes that will be used after implementation</li> <li>· Encourage customer acceptance of the change by explaining and demonstrating the benefits and advantages of the new system and process redesign</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Assess impacts on customers | Be able to: <ul style="list-style-type: none"> <li>· Research and estimate perceptions of different customers; identify reasons for resistance by analyzing the customer profiles</li> <li>· Analyze the changes to ensure that minimum disturbance is exerted on customers and least disruption of related internal work processes occurred when implementing operation / system changes</li> </ul> | 6.2 | Manage the change process to minimize customer dissatisfaction | Be able to: <ul style="list-style-type: none"> <li>· Monitor the implementation; identify the reactions and feedback of customers and carry out fine-tuning on execution when necessary</li> <li>· 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</li> </ul> | 6.3 | Communicate the changes to customers and gain their acceptance | Be able to: <ul style="list-style-type: none"> <li>· Design communication packages together with relevant departments such as Corporate Communication, Marketing, etc.</li> <li>· Facilitate the rollout of change projects by notifying customers of the operational processes that will be used after implementation</li> <li>· Encourage customer acceptance of the change by explaining and demonstrating the benefits and advantages of the new system and process redesign</li> </ul> |
| 6.1   | Assess impacts on customers                                    | Be able to: <ul style="list-style-type: none"> <li>· Research and estimate perceptions of different customers; identify reasons for resistance by analyzing the customer profiles</li> <li>· Analyze the changes to ensure that minimum disturbance is exerted on customers and least disruption of related internal work processes occurred when implementing operation / system changes</li> </ul>   |     |                             |  |     |  |  |     |  |   |
| 6.2   | Manage the change process to minimize customer dissatisfaction | Be able to: <ul style="list-style-type: none"> <li>· Monitor the implementation; identify the reactions and feedback of customers and carry out fine-tuning on execution when necessary</li> <li>· 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</li> </ul>   |     |                             |  |     |  |  |     |  |   |
| 6.3   | Communicate the changes to customers and gain their acceptance | Be able to: <ul style="list-style-type: none"> <li>· Design communication packages together with relevant departments such as Corporate Communication, Marketing, etc.</li> <li>· Facilitate the rollout of change projects by notifying customers of the operational processes that will be used after implementation</li> <li>· Encourage customer acceptance of the change by explaining and demonstrating the benefits and advantages of the new system and process redesign</li> </ul>  |     |                             |  |     |  |  |     |  |   |
| <b>7</b>  | <b>Assessment Criteria</b>                                     | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Management of the change process to minimize customer dissatisfaction by analyzing the characteristics and perceptions of customers</li> <li>(ii) Design of different communication measures to gain customer's support to the new system and maintain customer satisfaction. The measures should be designed according to the nature and degree of changes, reasons underlying customer's resistance and customer's profiles</li> </ol>   |     |                             |  |     |  |  |     |  |   |
| <b>8</b>  | <b>Remarks</b>   |  |     |                             |  |     |  |  |     |  |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Change Management |                            |   |  |
|--|----------------------------|---|--|
| 1  | <b>Title</b>               | Manage self to adapt to an ever changing working environment  |  |
| 2  | <b>Code</b>                | TBD   |  |
| 3  | <b>Range</b>               | This unit of competency is applicable to work tasks in all functions of the bank; across simple to complex job roles                        |  |
| 4  | <b>Level</b>               | 4   |  |
| 5  | <b>Credit</b>              | 3   |  |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|  |                            | 6.1 Sensitivity in situations   | Be able to: <ul style="list-style-type: none"> <li>· Assess situational forces that are driving and inhibiting an idea for changes</li> <li>· Acknowledge the changes in surrounding economic and social environment including the customer profile, customer appetite, technology advancement, product and services enhancement of the bank, changes in operational procedures, etc.</li> <li>· understand and respond to the need for changes</li> </ul> |
|  |                            | 6.2 Sharing experience of changes   | Be able to: <ul style="list-style-type: none"> <li>· Help others to adapt to changes such that the bank can maintain its competitive edge in ever changing environment</li> <li>· Share experience with others in how to adapt to changes effectively</li> </ul>   |
|  |                            | 6.3 Evaluate consequences and reinforce changes   | Be able to: <ul style="list-style-type: none"> <li>· Recognize changes in surrounding environment and their impacts on the business of the bank and one's own job tasks</li> <li>· Anticipate future directions and risks based on current and future strengths, weaknesses, opportunities and threats; take measurable risks to adapt to changes</li> </ul>   |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:  |  |
|  |                            | (i) Sensitive to and understand the changes in surrounding environment and recognize their impacts to the bank's business and own job tasks |  |
|  |                            | (ii) Open to accept and adapt to the changes effectively  |  |
| 8  | <b>Remarks</b>             |   |  |

Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; Project / Program Management</b> |   |   |     |   |   |     |   |   |     |  |   |
|--|---|---|-----|---|---|-----|---|---|-----|--|---|
| <b>1</b>   | <b>Title</b>  | Set up project/ program team and establish infrastructure   |     |   |   |     |   |   |     |  |   |
| <b>2</b>   | <b>Code</b>   | BROGOP501A  |     |   |   |     |   |   |     |  |   |
| <b>3</b>   | <b>Range</b>  | Establish project / program team to deal with specific initiatives related to bank's business development. This applies to projects / programs of different purposes and scales   |     |   |   |     |   |   |     |  |   |
| <b>4</b>   | <b>Level</b>  | 5   |     |   |   |     |   |   |     |  |   |
| <b>5</b>   | <b>Credit</b>                                       | 4   |     |   |   |     |   |   |     |  |   |
| <b>6</b>   | <b>Competency</b>                                   | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Define the purposes to set up the project / program</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Evaluate the goal for the project team in order to understand the criticality in setting up the team, the importance and roles of the team</li> <li>· Define the purposes of the project/ program by specifying its objectives, initiatives and its value to the bank</li> <li>· Liaise with relevant business and operations units to collect necessary information before project commencement so as to refine the project/ program objectives and coordinate corresponding events</li> <li>· Set project/ program objectives in a SMART approach: specific, measurable, achievable, realistic and time bounded</li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Define the scope of the project / program</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Set up project charter or program by defining the roles and responsibilities, outlining the objectives, identifying the main stakeholders and defining the authority of the project/ program leader etc.</li> <li>· Define project/ program scope and terms of reference, prepare working schedule and confirm reporting line with related stakeholders</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Establish project / program management framework</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Ensure that effective risk management is performed for the project/ program by conducting risk analysis, avoidance planning and contingency planning</li> <li>· Develop guidelines in escalating high risk and sensitive issues to the appropriate level and seek for relevant support to resolve them</li> <li>· Integrate data and information by categories and construct an overall project/program management plan</li> <li>· Establish sound infrastructure to ensure the constituent initiatives can be run successfully</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Define the purposes to set up the project / program | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the goal for the project team in order to understand the criticality in setting up the team, the importance and roles of the team</li> <li>· Define the purposes of the project/ program by specifying its objectives, initiatives and its value to the bank</li> <li>· Liaise with relevant business and operations units to collect necessary information before project commencement so as to refine the project/ program objectives and coordinate corresponding events</li> <li>· Set project/ program objectives in a SMART approach: specific, measurable, achievable, realistic and time bounded</li> </ul> | 6.2 | Define the scope of the project / program | Be able to: <ul style="list-style-type: none"> <li>· Set up project charter or program by defining the roles and responsibilities, outlining the objectives, identifying the main stakeholders and defining the authority of the project/ program leader etc.</li> <li>· Define project/ program scope and terms of reference, prepare working schedule and confirm reporting line with related stakeholders</li> </ul> | 6.3 | Establish project / program management framework | Be able to: <ul style="list-style-type: none"> <li>· Ensure that effective risk management is performed for the project/ program by conducting risk analysis, avoidance planning and contingency planning</li> <li>· Develop guidelines in escalating high risk and sensitive issues to the appropriate level and seek for relevant support to resolve them</li> <li>· Integrate data and information by categories and construct an overall project/program management plan</li> <li>· Establish sound infrastructure to ensure the constituent initiatives can be run successfully</li> </ul> |
| 6.1  | Define the purposes to set up the project / program | Be able to: <ul style="list-style-type: none"> <li>· Evaluate the goal for the project team in order to understand the criticality in setting up the team, the importance and roles of the team</li> <li>· Define the purposes of the project/ program by specifying its objectives, initiatives and its value to the bank</li> <li>· Liaise with relevant business and operations units to collect necessary information before project commencement so as to refine the project/ program objectives and coordinate corresponding events</li> <li>· Set project/ program objectives in a SMART approach: specific, measurable, achievable, realistic and time bounded</li> </ul>   |     |   |   |     |   |   |     |  |   |
| 6.2  | Define the scope of the project / program           | Be able to: <ul style="list-style-type: none"> <li>· Set up project charter or program by defining the roles and responsibilities, outlining the objectives, identifying the main stakeholders and defining the authority of the project/ program leader etc.</li> <li>· Define project/ program scope and terms of reference, prepare working schedule and confirm reporting line with related stakeholders</li> </ul>   |     |   |   |     |   |   |     |  |   |
| 6.3  | Establish project / program management framework    | Be able to: <ul style="list-style-type: none"> <li>· Ensure that effective risk management is performed for the project/ program by conducting risk analysis, avoidance planning and contingency planning</li> <li>· Develop guidelines in escalating high risk and sensitive issues to the appropriate level and seek for relevant support to resolve them</li> <li>· Integrate data and information by categories and construct an overall project/program management plan</li> <li>· Establish sound infrastructure to ensure the constituent initiatives can be run successfully</li> </ul>   |     |   |   |     |   |   |     |  |   |
| <b>7</b>   | <b>Assessment Criteria</b>                          | The integral outcome requirements of this UoC are:<br>(i) Setting up of project / programme team with clearly defined objectives, scopes and framework etc. according to the goal of the projects   |     |   |   |     |   |   |     |  |   |
| <b>8</b>   | <b>Remarks</b>                                      |   |     |   |   |     |   |   |     |  |   |

Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Project / Program Management |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Develop implementation plan of the project/ program   |  |
| 2   | <b>Code</b>                | BROGOP502A  |  |
| 3   | <b>Range</b>               | Develop the implementation details of the project / program which include action steps, budget, timeframe, monitoring mechanism etc.  |  |
| 4   | <b>Level</b>               | 5   |  |
| 5   | <b>Credit</b>              | 4   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1 Formulate action items in order to achieve the project / program objectives   | Be able to: <ul style="list-style-type: none"> <li>Conduct micro and macro analysis on the project objectives, environment, team members, etc. in order to determine the approach in achieving the goal</li> <li>Elaborate the approach, chunk it into different stages and develop the details of specific action items</li> <li>Design and assign relevant level of authority, responsibilities as well as specific tasks to appropriate project/ program team members for effective and efficient execution</li> </ul>  |
|   |                            | 6.2 Set up the resources plan   | Be able to: <ul style="list-style-type: none"> <li>Analyze the action items and outline the resources requirements</li> <li>Optimize the allocation and integration of available resources (e.g. funds, people, materials and so on) for completing the project/ program within pre-defined scope, quality, time and cost constraints</li> <li>Establish a monitoring system to follow through so as to guarantee readiness of required resources according to specifications, cost and timing agreed on project plan</li> </ul>   |
|   |                            | 6.3 Set up the monitoring framework   | Be able to: <ul style="list-style-type: none"> <li>Establish project/ program management plan including roles, tools, techniques, methods, performance measures and procedure in order to facilitate execution of the action items</li> <li>Identify possible hindrance when carrying out the action items and develop a control mechanism to ensure that the project/ program is delivered within pre-defined constraints such as scope, quality, time and cost</li> <li>Establish appropriate metrics to follow key project indicators and measure effectiveness and efficiency of task execution</li> </ul> |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Formulation of approach outlining action items to carried out based on analysis on project objectives, environment and team members, etc.</li> <li>Formulation of resources plan to outline the allocation of resources after analyzing the requirement needs and cost constraints, etc.</li> <li>Formulation of monitoring plan to ensure smooth execution and delivery of the project / program. The plan should be tailored to the action items developed</li> </ol> |  |
| 8   | <b>Remarks</b>             |   |  |

**Specification of Competency Standards for Retail Banking (2016)**

| <b>&gt; 10. Other Core Generic Competences &gt; Project / Program Management</b> |                            |  |                                    |  |
|--|----------------------------|--|------------------------------------|--|
| <b>1</b>   | <b>Title</b>               | Monitor project/ program implementation progress   |                                    |  |
| <b>2</b>   | <b>Code</b>                | BROGOP503A   |                                    |  |
| <b>3</b>   | <b>Range</b>               | Monitor the entire process of the project / program implementation   |                                    |  |
| <b>4</b>   | <b>Level</b>               | 5  |                                    |  |
| <b>5</b>   | <b>Credit</b>              | 4  |                                    |  |
| <b>6</b>   | <b>Competency</b>          | <b>Performance Requirement</b>   |                                    |  |
|  |                            | 6.1  | Analyze the implementation plan    | Be able to: <ul style="list-style-type: none"> <li>· Analyze the implementation plan and the pre-set control process in particular so as to employ suitable measures in monitoring</li> </ul>  |
|  |                            | 6.2  | Oversee the implementation details | Be able to: <ul style="list-style-type: none"> <li>· Keep the project/ program on-track, on-time and within budget by evaluating incremental results at different milestones and identify any lapse from the stated plan</li> <li>· Monitor all project/ program expenditure to detect wastage, corruption and fraud</li> </ul>                    |
|  |                            | 6.3  | Formulate remedial measures        | Be able to: <ul style="list-style-type: none"> <li>· Evaluate any lapse from the plan and investigate the root causes</li> <li>· Investigate the impacts of the lapses and carry out suitable measures to minimize the negative consequences</li> <li>· Propose corrective and preventive actions to prevent recurrence of the problems</li> </ul> |
| <b>7</b>   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Identification of lapses from implementation plan after analyzing information regarding the implementation process</li> <li>(ii) Formulation of remedial measures or prevent measures based on the analysis on the impacts and causes of the lapses</li> </ul> |                                    |  |
| <b>8</b>   | <b>Remarks</b>             |  |                                    |  |

**Specification of Competency Standards for Retail Banking (2016)**

| > 10. Other Core Generic Competences > Project / Program Management |                            |   |  |
|---|----------------------------|---|--|
| 1   | <b>Title</b>               | Execute the actions according to the project/ program management plan   |  |
| 2   | <b>Code</b>                | BROGOP401A  |  |
| 3   | <b>Range</b>               | Implement the project / program plan. This applies to the execution of any tasks stated in the project / programme implementation plan  |  |
| 4   | <b>Level</b>               | 4   |  |
| 5   | <b>Credit</b>              | 3   |  |
| 6   | <b>Competency</b>          | <b>Performance Requirement</b>  |  |
|   |                            | 6.1   | Implement the project / program<br><br>Be able to: <ul style="list-style-type: none"> <li>· Execute action steps according to the guidelines given and carry out modifications to the original plan when encounter difficulties or unexpected situations; escalate the problems to higher level if the scope is beyond the assigned authority</li> <li>· Keep track of the execution process, identify any abnormalities and carry out suitable remedial actions when necessary to ensure meeting of the objectives, budget and timeline, etc.</li> </ul>  |
|   |                            | 6.2   | Communicate with relevant parties adequately throughout the process<br><br>Be able to: <ul style="list-style-type: none"> <li>· Keep updated about the progress of other team members and provide guidance and/or assistance to overcome problems that arise when necessary</li> <li>· Initiate regular internal meetings in order to keep related parties informed about the project/ program progress continuously</li> <li>· Ensure that proper communication is done with relevant external parties throughout the project/ program phase so that queries or barriers derived from misunderstanding are minimized</li> </ul> |
|   |                            | 6.3   | Show professionalism in execution<br><br>Be able to: <ul style="list-style-type: none"> <li>· Take personal effort to ensure all project initiatives are carried out in compliance with general banking industry practices and specific bank required standards</li> </ul>   |
| 7   | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ul style="list-style-type: none"> <li>(i) Execution of tasks stated in the project / programme implementation plan. The execution should be able to meet the objectives, budget and time schedule stated in the plan. Moreover, appropriate actions are taken during the course in order to ensure effective implementation</li> <li>(ii) Execution of different kinds of communications with different parties for understanding the progress and solving of problems</li> </ul> |  |
| 8   | <b>Remarks</b>             |   |  |

## Specification of Competency Standards for Retail Banking (2016)

| <b>&gt; 10. Other Core Generic Competences &gt; Project / Program Management</b> |  |  |     |  |  |     |  |  |     |  |  |
|--|--|--|-----|--|--|-----|--|--|-----|--|--|
| <b>1</b>   | <b>Title</b>   | Assess and report the results of project/ program  |     |  |  |     |  |  |     |  |  |
| <b>2</b>   | <b>Code</b>  | BROGOP402A   |     |  |  |     |  |  |     |  |  |
| <b>3</b>   | <b>Range</b>   | Assess and report results on project / program evaluation. This applies to report in different kinds of format   |     |  |  |     |  |  |     |  |  |
| <b>4</b>   | <b>Level</b>   | 4  |     |  |  |     |  |  |     |  |  |
| <b>5</b>   | <b>Credit</b>  | 3  |     |  |  |     |  |  |     |  |  |
| <b>6</b>   | <b>Competency</b>  | <p><b>Performance Requirement</b></p> <table border="1"> <tbody> <tr> <td>6.1</td> <td>Collect data on project / program evaluation</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Understand the objective of evaluation and profile of participants in order to employ appropriate methods to conduct evaluation and collect their feedback</li> <li>· Conduct thorough evaluation with key stakeholders and project/ program team members respectively to:               <ul style="list-style-type: none"> <li>- Conclude the results achieved</li> <li>- Obtain recommendations for improvement if similar project/ program is undertaken in the future</li> <li>- Obtain suggestions on possible follow-up actions if any</li> </ul> </li> </ul> </td> </tr> <tr> <td>6.2</td> <td>Manage the record on information about the project / program</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Integrate insights learnt from the project/ program for knowledge sharing</li> <li>· Collect all sorts of data and information about the project/ program and organize in a systematic manner for record</li> </ul> </td> </tr> <tr> <td>6.3</td> <td>Prepare report on project / program evaluation</td> <td>           Be able to:           <ul style="list-style-type: none"> <li>· Prepare and update reports about the progress or achievement of the project / program according to the informational needs of different stakeholders</li> </ul> </td> </tr> </tbody> </table> | 6.1 | Collect data on project / program evaluation | Be able to: <ul style="list-style-type: none"> <li>· Understand the objective of evaluation and profile of participants in order to employ appropriate methods to conduct evaluation and collect their feedback</li> <li>· Conduct thorough evaluation with key stakeholders and project/ program team members respectively to:               <ul style="list-style-type: none"> <li>- Conclude the results achieved</li> <li>- Obtain recommendations for improvement if similar project/ program is undertaken in the future</li> <li>- Obtain suggestions on possible follow-up actions if any</li> </ul> </li> </ul> | 6.2 | Manage the record on information about the project / program | Be able to: <ul style="list-style-type: none"> <li>· Integrate insights learnt from the project/ program for knowledge sharing</li> <li>· Collect all sorts of data and information about the project/ program and organize in a systematic manner for record</li> </ul> | 6.3 | Prepare report on project / program evaluation | Be able to: <ul style="list-style-type: none"> <li>· Prepare and update reports about the progress or achievement of the project / program according to the informational needs of different stakeholders</li> </ul> |
| 6.1  | Collect data on project / program evaluation                 | Be able to: <ul style="list-style-type: none"> <li>· Understand the objective of evaluation and profile of participants in order to employ appropriate methods to conduct evaluation and collect their feedback</li> <li>· Conduct thorough evaluation with key stakeholders and project/ program team members respectively to:               <ul style="list-style-type: none"> <li>- Conclude the results achieved</li> <li>- Obtain recommendations for improvement if similar project/ program is undertaken in the future</li> <li>- Obtain suggestions on possible follow-up actions if any</li> </ul> </li> </ul>   |     |  |  |     |  |  |     |  |  |
| 6.2  | Manage the record on information about the project / program | Be able to: <ul style="list-style-type: none"> <li>· Integrate insights learnt from the project/ program for knowledge sharing</li> <li>· Collect all sorts of data and information about the project/ program and organize in a systematic manner for record</li> </ul>   |     |  |  |     |  |  |     |  |  |
| 6.3  | Prepare report on project / program evaluation               | Be able to: <ul style="list-style-type: none"> <li>· Prepare and update reports about the progress or achievement of the project / program according to the informational needs of different stakeholders</li> </ul>   |     |  |  |     |  |  |     |  |  |
| <b>7</b>   | <b>Assessment Criteria</b>                                   | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Collection of relevant data for project / program evaluation by using methods which are tailored to the purposes and participants</li> <li>(ii) Assess and report the results of project/program to related stakeholders in different formats. The presentation of the report should be tailored for the informational needs of different stakeholders</li> </ol>  |     |  |  |     |  |  |     |  |  |
| <b>8</b>   | <b>Remarks</b>   |  |     |  |  |     |  |  |     |  |  |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Self Management |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Take personal commitment to strive for continuous learning and improvement   |   |
| 2  | <b>Code</b>                | TBD  |   |
| 3  | <b>Range</b>               | This unit of competency is applicable to work tasks in all functions of the bank; across simple to complex job roles   |   |
| 4  | <b>Level</b>               | 4  |   |
| 5  | <b>Credit</b>              | 3  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Personal commitment  | Be able to: <ul style="list-style-type: none"> <li>· Desire to explore new spectrum of knowledge and skills</li> <li>· Show eagerness to demonstrate effective performance</li> <li>· Display energy and enthusiasm in approaching continuous learning and job outcomes</li> </ul>                          |
|  |                            | 6.2 Drive to personal development  | Be able to: <ul style="list-style-type: none"> <li>· Engage in continuous learning, as well as research and assess new ideas and information to provide the opportunity for lifelong learning</li> <li>· Set career and development goals for one self and develop education and training plan</li> </ul>   |
|  |                            | 6.3 Setting challenging goals for one self   | Be able to: <ul style="list-style-type: none"> <li>· Seek challenging assignment, look for new responsibilities and is excited by the challenge</li> <li>· Commit to putting in additional effort to strive for excellence</li> <li>· Incorporate coworkers' comments into self-development plan</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Take personal commitment to strive for continuous learning and improvement</li> <li>(ii) Willing to take challenging assignment and set high standard for oneself</li> </ol> |   |
| 8  | <b>Remarks</b>             |  |   |



## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Self Management |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Demonstrate customer oriented behaviour to meet the bank's customer-centric value   |   |
| 2  | <b>Code</b>                | TBD   |   |
| 3  | <b>Range</b>               | This unit of competency is applicable to work tasks in all functions of the bank; across simple to complex job roles  |   |
| 4  | <b>Level</b>               | 4   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Customer centric  | Be able to: <ul style="list-style-type: none"> <li>Understand customers' situation and genuine needs</li> <li>Demonstrate caring behaviors to help customers voice out their questions or concerns</li> </ul>   |
|  |                            | 6.2 Offer assistance to customers   | Be able to: <ul style="list-style-type: none"> <li>Offer help to customers and contribute value added ideas to provide constructive solutions</li> <li>Provide assistance from an empathetic perspective and check if advice given fits customers' needs</li> </ul>   |
|  |                            | 6.3 Maintaining long term customer relationship   | Be able to: <ul style="list-style-type: none"> <li>Translate solutions into actionable services or product offers so as to create value for both the customers and the bank</li> <li>Genuinely care about customers' situation after products or services offered, follow up to check their satisfaction and provide additional assistance when it is needed</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>Genuinely consider customer benefits in the centre of everything one performs</li> <li>Offer products and services to customers from an empathetic perspective</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Self Management |                            |   |   |
|--|----------------------------|---|---|
| 1  | <b>Title</b>               | Contribute innovative ideas for improving work performance and quality  |   |
| 2  | <b>Code</b>                | TBD   |   |
| 3  | <b>Range</b>               | This unit of competency is applicable to work tasks in all functions of the bank; across simple to complex job roles  |   |
| 4  | <b>Level</b>               | 4   |   |
| 5  | <b>Credit</b>              | 3   |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>  |   |
|  |                            | 6.1 Generating ideas  | Be able to: <ul style="list-style-type: none"> <li>· Generate a variety of approaches with the help of using a variety of tools and technologies to issue tackling or problem solving</li> <li>· Pinpoint the actual causes of issues and the dynamics that underlie them</li> </ul>      |
|  |                            | 6.2 Critical thinking   | Be able to: <ul style="list-style-type: none"> <li>· Identify how different possible approaches of doing things are positive or negative logically; and analysing these assessment</li> <li>· Identify useful sources of information and utilise only those which is essential</li> </ul> |
|  |                            | 6.3 Synthesis and creative problem solving  | Be able to: <ul style="list-style-type: none"> <li>· Find a better way to approach issues or problems through synthesizing and reorganizing the information</li> <li>· Think "out of the box" and use innovative ideas to tackle the issues</li> </ul>                                    |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are: <ol style="list-style-type: none"> <li>(i) Willing to find new ways of doing things and generate a variety of approaches to tackle existing issues</li> <li>(ii) Find a better way to approach issues or problems through synthesizing and reorganizing the information</li> </ol> |   |
| 8  | <b>Remarks</b>             |   |   |

## Specification of Competency Standards for Retail Banking (2016)

| > 10. Other Core Generic Competences > Self Management |                            |  |   |
|--|----------------------------|--|---|
| 1  | <b>Title</b>               | Keep in pace with the development of financial technology to ensure one's technology proficiency   |   |
| 2  | <b>Code</b>                | TBD  |   |
| 3  | <b>Range</b>               | This unit of competency is applicable to work tasks in all functions of the bank; across simple to complex job roles   |   |
| 4  | <b>Level</b>               | 4  |   |
| 5  | <b>Credit</b>              | 3  |   |
| 6  | <b>Competency</b>          | <b>Performance Requirement</b>   |   |
|  |                            | 6.1 Technological knowhow  | Be able to: <ul style="list-style-type: none"> <li>· Understand the need to utilize technology to improve work processes</li> <li>· Keep abreast of the latest development of financial technology and the trend of using the technology in the market</li> <li>· Knowledgeable in the bank's latest technology development and has an ability to demonstrate core technology competency in using the bank's digital banking tools</li> </ul> |
|  |                            | 6.2 Offer technological advice to customers  | Be able to: <ul style="list-style-type: none"> <li>· Introduce the features and benefits of using the bank's technological tools to the customers</li> <li>· Use appropriate information technologies and systems to provide effective and efficient services to customers</li> </ul>   |
|  |                            | 6.3 Building relations via technology applications   | Be able to: <ul style="list-style-type: none"> <li>· Demonstrate core IT competency in digital media and immerse technology when interacting with customers</li> <li>· Embrace and leverage technology as a way of doing business and develop working relations with both customers and co-workers</li> <li>· Interpret technical information and communicate effectively with people who do not have strong technology background</li> </ul> |
| 7  | <b>Assessment Criteria</b> | The integral outcome requirements of this UoC are:   |   |
|  |                            | (i) Recognize the latest development of financial technology and the trend of using the technology in the market<br>(ii) Embrace and leverage technology as a way of doing business and develop working relations with both customers and co-workers |   |
| 8  | <b>Remarks</b>             |  |   |