



Banking Industry

Corporate & Commercial Banking Specification of Competency Standards

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Contents

	Page
Chapter 1 Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong	1-1 – 1-50
Introduction.....	
PEST Scan	
Concluding Remarks	
Chapter 2 Functional Areas of Corporate and Commercial Banking in Hong Kong	2-1 – 2-13
Introduction.....	
Major Functional Areas	
Functional Mapping	
Specification of Competency Standards	
Competency Matrix	2-14 – 2-78
Competency Summary	3-1 – 3-36
Unit of Competency	4-1 - 4-488

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

This report is written during January – April 2019 based on the literature review and input provided by various experts including senior bankers, professional bodies, regulatory bodies, academic institutes and banking industry practitioners. Further input is sought from newly established virtual banks and financial advisory organizations in May 2019 to enrich the content with their views.

Section 1 Introduction

Why Political, Economic, Social and Technical Environmental (PEST) Scan Approach is adopted?

The banking industry affects all sectors in every country, but its development is affected by many factors, particularly by the government and the economy. Banks are not behaving independently and have to provide services based on specific laws and social culture that affect their growth and offerings. Apart from these there are several other forces and factors that also influence the growth and business of the banking industry. Growing domestic income, increased technology usage, legal and regulatory factors and several other forces impact the banking industry. With an aim to explore the challenges faced by the banking industry and the crucial competency requirements of our future bankers, this environmental scan is conducted to identify future operating environment of the Banking industry with a focus on Corporate / Commercial Banking sector. This is of utmost importance as it can ensure competency standards developed or revised in the later stages of the “Specification of Competency Standards” (SCS) updating initiative for Corporate / Commercial Banking are endowed with a forward-looking perspective and can stand over time to serve the future development of the sector.

Different factors of PEST Scan of the Banking industry may apply different forces and generate an impact on the industry and its growth.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Political Factors:

Political factors carry a very important role in the context of the banking and financial services sector. Conventionally, banking institutions have held enormous power and influence on an economy. Public authorities usually exert high level of government scrutiny and regulation to monitor and facilitate the banking industry's development. Changes in government policies and regulations such as labour laws, property investment rules, taxation, financial regulations, consumer acts, rules related to commercial activities, trade restrictions, tariffs, customs duties, privacy acts, etc. are examples of changes on political factors and will affect the banking industry.

Certain factors create inter-linkages in many ways. Some examples are:

- Political decisions affect the economic and socio-cultural environment.
- Political policies determine investment appetite and fund movement.
- Political policies can influence wealth and income distribution.
- Political environment can influence the acceptance and the rate of emergence of new technologies.

Economic Factors:

Banks' activities and economic growth are interrelated. Capital movement at times of prosperous economy is different from the times where an economy encounters recession. The economic environment affects how much capital banks can access and their business activities. On the other hand, spending habits, and the reasons behind them will also affect when customers would borrow funds from or invest funds via banks.

Moreover, at times of inflation or deflation, banks would experience the hostile responses. Both Inflation and deflation would affect the exchange rates of currencies and might cause instability. This may also impose impacts on spending habits and inflation rates in other places.

A growing economy enables the development of banking sector; and consequently; a healthy banking sector is positive for the economic growth. Large Corporations and governments can raise funds through banks to invest on their business activities. Banks can

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

therefore be regarded as important players which facilitate economic growth. They could also be emerged as critical partners for business firms helping them with loans and other financial transactions. Banks are complementary partners of the individual economies. On one hand business of banks depends upon the state of the economy, while on the other the economy's health depends upon the operations of the banking sector.

Social Factors:

Sociocultural forces can also have an impact on the banking industry. Changes on social trends and people's preferences can affect the business and development of the banking industry. Consumer demographics and people's attitudes towards the financial products and services are essential factors for banking operations. Social influences, such as consumers' needs, appetite and buying behaviours, affect how people accept and use banking services. Banks's activities affect people's daily life. People seek advice and assistance for loans from banks related to business, properties, and personal uses. Consumers seek information from bank representatives regarding banking accounts, bank related credit facilities, payment services, investments, insurance, and etc. Any changes in social environment will affect the relationship between banks and their customers.

Consumers desire a hassle-free banking experience. And technology is continuously improved to allow consumers to access banking products more conveniently. The growing popularity of social media is a typical example as the young consumers have grown used to mobile phones and computers. The younger generation prefers to use digital technology to shop online while the older generation will perhaps stick to their traditional methods. The changing habits of the society often exerts its effects to the banking industry.

Social factors such as changing lifestyles, buying habits, education level, health consciousness, disposable income level, family size and structure, attitudes toward saving and investment, age distribution and life expectancy rates, etc. may impact banking customer needs and financial markets.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Technological Factors:

Influence of technology is virtually intensive in the new era. More and more banking transactions are now carried out online. Financial technology, digital services and Artificial Intelligence have been the centre of changes in banking industry. Interfacing means of different products and services ranging from customer accounts transactions to payments, loans and insurance, can now be performed online.

Technology on one hand has added convenience to banking while some issues have also arisen amid the technological development and innovation. Privacy, personal data, cyber-frauds and security concerns have also grown bigger with the rising use of financial technology. Banks need to spend significant amount of resources on the development and maintenance of a much larger technological infrastructure.

In conclusion, all the examples mentioned above can affect banks' business; they are an integral part of PEST analysis. They can be defined as factors related to the evolvement and / or development of any society or economy, on either a local or global scale. This paper is aiming to provide a macro overview of the political, economic, social and technological environment and identify implications that may affect the industry in a significant way.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Section 2 PEST Scan

A. Political Factors

Political factors refer to policies or regulations set by the government. They define the boundary of the environment (e.g. constraints, enabling or disrupting factors) which banks can operate in. It has important implications on the selection of business approach. Major political forces shaping the playing field of the banking industry are analyzed in this section.

More Stringent Regulatory Requirement

Banking industry is undergoing substantial changes in recent years; much of these can be attributed to the 2008 global financial crisis. The pain caused by the financial crisis was profound and far-reaching. To prevent the crisis from happening again, government and regulators may have an intention to pursue a low-risk regulation framework. Therefore, banks are expected to face more regulatory requirements on risk measurement, capitalization, leverage ratio and liquidity, etc. to ensure that banks are well capitalized and are not engaging in risky activities which may put the money of depositors in threat.

Take Basel III as an example. As a response to the financial crisis and to improve the banking sector's ability to absorb shocks arising from financial and economic stress, it puts forward a revised definition of capitalization requirements to keep banks from running out of capital. The major impact is the new calculation of capital requirements. By reforming the structure and adjusting the weighting of different assets, banks are now facing a higher requirement in Tier 1 capital. Other updates include redesign of risk-weighted-assets (RWA) methodology, introduction of leverage ratio, a framework for counter-cyclical capital buffers, minimum global liquidity standards and stronger standards for supervision and public disclosures, etc. The amendments make excessive leveraging incrementally more expensive and the higher capital requirements and buffers give better counter-cyclical protection.

Following the arrival of Basel III, banks need to look into their balance sheets, review

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

their control and governance systems to specifying toxic assets, securing the capital and liquidity positions and providing full transparency. When considering what businesses to undertake, banks have to calculate the impacts on the capital adequacy ratio (CAR).

Although Basel III is planned to be fully implemented only in March 2019, recent new proposals on international banking regulations are already in discussion under the name of Basel IV. Bank representative bodies fear that these new sensible adjustments will further raise capital requirements by tremendous amounts, appealing that the introduction of such extra regulations can be as prompting as Basel III for some banks. The financial sector claims it will be a huge challenge for banks to develop profitable and sustainable business models under these new requirements. Furthermore, it could be questioned if the new Basel proposals, if they get through, will over focus on financial stability at the expense of economic growth, as new regulations might have a chance to force banks to reduce lending, and therefore hit the wider economy.

Recent studies of the Basel Committee on Bank Supervision (BCBS) show that banks with the same overall risk rated portfolio could still have substantial differences in risk weighed capital ratios. This is possible due to Basel II regulations, under which banks could base their risk-weighted asset (RWA) calculations on either standard risk weights, as defined by national regulators, or internally developed risk models, known as internal ratings-based models (IRB's). The RWA is of major importance in capital regulation policies as it functions as the denominator of the risk-weighted capital ratio. The RWA itself covers six types of risk: credit risk, market risk, operational risk, counterparty credit risk, securitization and interest rate in the banking ledger. Each of these risk types carries its own distinct regulatory capital requirements. Therefore, by using different complex in-house risk rating models, it is possible that banks with the same overall risk could have different capital requirements. This imposes a widespread concern for regulators stating that banks may misuse their internal models to improve their Tier 1 capital ratio.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Most importantly, the Basel Committee wants to evaluate, standardize and simplify the complex nature of the internal risk measuring models approved under Basel II and III. It wants to achieve this by bringing back revised standardized risk measurements for all major types of risk factors. The advanced IRB approach used these days is based on many carefully selected risk drivers to calculate the bank's risk weighted assets. To standardize the approach, the Basel Committee wants to introduce a limited number of 'core' risk indicators, as for example Common Equity Tier 1 (CET1) ratio and Net Non-Performing Asset (NPA) ratio for credit risk exposures to other banks, so that it is able to judge the bank's risk management performances. The net stable funding ratio (NSFR) has been proposed within Basel III, the new set of capital and liquidity requirements for banks, which will over time replace Basel II. NSFR seeks to calculate the proportion of "Available Stable Funding" via the liabilities over "Required Stable Funding" for the assets. Sources of Available Stable funding includes: customer deposits, long-term wholesale funding (from the interbank lending market) and equity; where "Stable funding" excludes *short-term* wholesale funding from the interbank market. Most importantly, these components of stable funding are not equally weighted and will affect the risk rating of banks' assets. The output of these standardized models can then be used to set capital tiers as a percentage of the relevant standardized approach. In any case, these tiers will have a huge impact on the RWA's, and thus on the required capital of those banks using internal asset risk measurement standards.

It is obvious that all banks will be affected by the new capital requirements, both large international banks and smaller locally focused banks. The effects on individual banks will also be influenced in which internationally agreed standards are implemented in different jurisdictions, as the Basel Committee does not have the authority to enforce regulations.

On the other hand, banks will depend to a lesser extent on their internal rating-based models. The mismatch between their internal asset risk measurement standards and the standardized models could lead to changing customer selection criteria when; for example; the RWA of a potential customer which is calculated based on the banks internal model (IRB) is lower than the one calculated by the standardized approach.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

This could lead to a different assessment on the overall risk of the bank's portfolios. It will certainly affect the credit activities of the bank. The implementation of standardized models will also make credit rating agencies no longer be needed in calculating risk-weights. Instead, external ratings will be mostly used for customer selection and pricing. This could indicate that banks need to further develop internal capabilities regarding credit rating. Apart from this, banks will also need to be much more transparent and detailed in their risk reporting under the new standardized framework. Moreover, the time and resources required to implement these new changes and the effort to boost capital to reach regulatory requirements cannot be underestimated; not to mention the need for new IT programmes and data collection.

Current IRB's are mainly used by large banks to calculate their capital requirements. Proposed restrictions in the usage of internal models to assess risks would have a 'material impact' on lending to financial institutions, corporations and other borrowers. When many economic sectors in both developed and emerging markets are still highly relying on banks as the main source of funding, reducing the alignment of capital and risk could negatively and unnecessarily affect the availability and pricing of credit to the economy, and therefore could affect economic growth of these markets.

There is no doubt that these new minimum capital requirements will have a huge impact on the banking sector. Banks feel like they have fallen into an ever-changing world of regulatory requirements. With revised standardized approaches for most risk types, and a proposed framework of capital tiers, the Basel Committee looks to fundamentally change the way in which banks measure risk. It seems that simplicity and comparability have taken over the risk sensitivity IRB's banks use in their risk assessment. Fear for enormous increases of minimum capital requirements and raising concerns about the different impact on specific regions in the world have imposed enormous pressure on the new regulations.

In conclusion, banks need to prepare themselves for the higher requirements in regulations in the future. It can be assured that more regulations are on the move. Banks need to be flexible to prepare for the upcoming changes. Meanwhile these will

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

naturally increase operating costs and create burdensome reporting requirements.

Consideration of Regulatory Requirements

However, it is important that regulators are striving a balance in pursuing stringent regulations while preventing banks from suffering by these changes.

There is controversy over how much regulation is “enough”? It is a well-accepted saying that higher return is associated with higher risks. If a party would like to pursue higher return, he/she should accept the responsibility of bearing the risk. In fact, banks should not be the only party in protecting investor, it should be an obligation shared equally between regulators, banks and investors. Regulators set the first gate in controlling what products can be sold to which segment of investors. Banks have to disclose potential risk and investors are the final decision makers after considering all factors.

Regulators keep on assessing the levels of risks associated with each product and devise corresponding measures. Over-protection may have the possibility of stifling the financial market and damage the free market system in Hong Kong. “Right size regulation” can benefit both the banks and customers in terms of reducing transactions costs and open-up more investment opportunities.

Other Global Financial Regulations

There is a congregation of other complex financial regulations (with cross-border implications) such as Foreign Account Tax Compliance Act (FATCA), International Organization of Securities Commissions (IOSCO), Solvency II and rules related to Anti-Money Laundering (AML) that have to be considered, as well as those rules intended to regulate shadow banking activities. The combined effect of all these regulations, complex, undefined and wide-ranging in coverage, will surely impose pressure on the banking system of Hong Kong. The full consequences of adopting numerous global financial regulations, intended for globally systemic institutions will have huge implications for banking business. Many issues have yet to be thought thoroughly.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

The Greater Bay Area Development

The Greater Bay Area (GBA) initiative's goal is ambitious - combining Hong Kong, Macau and the cities of Guangdong's Pearl River Delta to create a region with the economic weight that is comparable to the San Francisco Bay Area, Greater New York and the Greater Tokyo Area. The ambitious goal is to build a world-class city cluster across the Guangdong-Hong Kong-Macau region. By 2030, the region is expected to play a leading role in advanced manufacturing, innovation, shipping, trade and finance. The proposed initiative is a tribute to the region's economic development and significance. In 2017, the combined GDP of the 11 cities in the area reached US\$1.4 trillion, or 12 percent of the national economy, even though it has only 5 percent of the country's population.

A statistical evaluation of the world's major bay areas (*including the Tokyo Bay Area, the New York Metropolitan Area and the San Francisco Bay Area*) shows that the GBA is set to out-perform all of these in a number of key respects, including rate of growth, port capacity, airport access, population level and sheer geographical size. It is, however, chasing these other development areas in terms of per-capita GDP and the development of its tertiary sector, indicating that it still has room for considerable growth. According to a research conducted by *Hong Kong Trade Development Council*, if all of the areas mentioned above maintain their current growth rates, the GBA will have achieved a GDP of US\$2.1 trillion within five years, a figure that will see it gradually overtakes the other bay developments.

Under the "One Country, Two Systems" policy, the GBA enjoys a unique advantage. While two of the components of the GBA – Hong Kong and Macau – are capitalist economies with their own particular strengths, the remainder of the region operates under a socialist system, allowing the advantages of both of these approaches to be fully leveraged. Not only is this a combination unique within China, it is also the only mixed structure of such an alliance anywhere in the world. It is the belief that the different systems will complement one another; a typical successful example is the case of the development of onshore / offshore Renminbi business with Hong Kong's internationalization position. In this instance, running

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

multiple systems in parallel proved a vital testing ground for the country's wider institutional reform. Exploiting on the advantages of the "One Country, Two Systems" approach, while navigating around any problems caused by any apparent incompatibilities in the two systems, will be crucial to the overall success of the GBA.

While the "One country, Two systems" approach clearly brings huge benefits to the GBA, it also comes with various challenges. Most remarkably, there is the issue of ensuring economic and social integration across the region, while initiating the free movement of production materials, mobility of talents, allocation of funds, promoting fair competition and maintaining a high level of co-operation between the various enterprises and institutions operating in the GBA are vital factors to guarantee the success of GBA.

With the GBA's priorities of advancing the market-oriented reform of the Chinese economy and accelerating the Chinese economy's integration into the wider global economy, the highest degree of marketization and liberalization of Hong Kong in comparison with other cities in the region empowers the Special Administration Region (SAR) to play a unique and vital role in sharing its experience in the development of the whole Bay Area. As the most open, international and market-oriented city in the GBA, Hong Kong is the least restricted free port in terms of the movement of factors of production, its principal contribution is to ensure a high degree of internationalization, openness and market-orientation is maintained, hence to facilitate a free movement of goods and services and talents within the region. When looking at individual sectors, the banking and finance, shipping, trading and professional services industries clearly can bring their expertise to GBA development. More importantly, Hong Kong may also be regarded as a role model to facilitate the internationalization and establishing external connectivity for other cities of the GBA.

Closer Chinese Financial Ties

Closer financial ties with Mainland China offer both opportunity and risk for Hong Kong banks, according to S&P Global Market Intelligence. The Mainland's deleveraging programme will drive cross-border financial activities, particularly loan demand from mainland institutes, but pose risks to banks in Hong Kong. Robust

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Chinese demand has driven expansion in loan growth between 10-12% in 2018 from 6.5% in 2016.

On one hand, Banks in the HKSAR benefit from ever-deepening economic and financial linkages between China and the SAR. Examples of such linkages include the Bond Connect and Share Connect schemes, renminbi internationalization, the "Belt and Road" global trade initiative, and continuous development of infrastructure connections between Guangdong province, Hong Kong, and Macau. As of September 30, 2017, total mainland-related lending was estimated at USD523 billion which is equivalent to around 16.7% of total assets.

However, such close ties of financial systems also pose the risk of credit losses for Hong Kong especially on loan exposure to China's softening property market and local government financing vehicles (LGFVs).

According to S&P Market Intelligence, the unexpected turbulence in China's economic rebalancing agenda-potential causes include slower economic growth, tightening funding conditions, or unexpected capital outflows--could damage Hong Kong's economy and affect the credit profiles of SAR borrowers. This would raise credit costs.

Moreover, triggered by Beijing's more emphasis on "One Country" than "Two Systems" in recent years plus the increasing financial ties with mainland China, a growing number of people around the world are doubtful about the independence of Hong Kong's financial systems and whether the development poses influence on banks' business decision. From the eyes of the global stakeholders, Hong Kong's growing connectivity with China's economy and financial system has created risks for the robustness, effectiveness and independence of Hong Kong's regulatory and legal frameworks

In a city where financial services have a share of almost 18% of the economy, Chinese companies are now everywhere. It is the general sentiment that in addition to China's political influence in Hong Kong grows; cash-rich Chinese firms are gaining more influence in the economy as well. Banks in Hong Kong have to stick to their proven

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

traditional practices in order to consistently secure the city's regulatory regime, hence to demonstrate the uphold of our efficient and secure environment for individuals and businesses.

Conclusion: What Does Corporate / Commercial Banking Need?

Against the background described above, an ideal practitioner who can perform successfully in Corporate / Commercial Banking should possess the following competencies:

(i) Compliance

As the regulatory environment become more and more complicated, the workload in response to compliance requirements will increase, e.g. disclosure, conducting stress tests, etc. On the other hand, practitioners have to monitor the regulatory developments and ensure banks can react quickly to prevent unnecessary risks or missing of business opportunities.

(ii) Corporate Governance

Better regulation alone is not adequate to restore customer's confidence. Assessing the impact of upcoming changes to the bank capital framework solely by reading the Basel III standards may be misleading. The economics of many management decisions made in response to it could be turned around by changes subsequently made by the governance board of banks in the implementation of crucial parts of the framework – for example, in the calibration of standardised output floors, implementation of the operational risk approach or restrictions on the use of IRB models for credit risk. Therefore, the enforcement of a robust governance structure is important. Banks may need a re-examination of the way it is functioning now, e.g. the effectiveness of non-executive director (NED) or supervisory board in overseeing the banks. Banks have to ensure the executives were robustly checked balance with and controls and policies are embedded within the business process.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

(iii) Integrate Regulatory Compliance with Business Strategies

Banks will need to integrate regulatory compliance with strategic priorities and apply standards of due care in managing their businesses. As risk comes together with growth opportunity, banks cannot concentrate on risk minimization without making effort to build risk transformation in their business strategies.

(iv) Risk Management

Changes in political environment give rise to significant changes in how banks assess their risks, and consequently, the capital-intensity, pricing, and profitability of the products they offer. The whole 'marathon' of demands in aggregate, however, points to a much more intensive effort which banks will have to modify their regulatory capital calculations on an ongoing basis, invest in new IT and data management capabilities and constantly reassess how each change affects the sustainability of their commercial practices.

The more stringent regulatory requirements on capitalization and risks management urge banks to put “risk”, “liquidity” and “capital adequacy” into their long-term strategies and operational planning. Banks have to develop an efficient and complete credit risk management system. Risk management function should have more empowerment and independence from front office. Moreover, the various control functions, such as risk, compliance, finance, human resources and internal audit should be better integrated and coordination between front, middle and back offices should be improved.

(v) Early Anticipation of the Full Range of Regulatory Initiatives

In a low interest rate, low-return environment where banks continue to be squeezed on costs and revenues, there is considerable scope for shifts in the intensity of capital requirements for exposures to pose a fundamental challenge to the viability of some product lines and business models. Banks may take these regulatory initiatives as a broader process of capital reform rather than as individual initiatives in isolation. It will be critical to any strategic response, ensuring that new products and business lines that banks might invest in will be

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

resilient to changing requirements. Understanding and assessing what is coming next and the potential impact of a range of different policy scenarios on products and clients will put banks in a positive position in the future.

(vi) Stakeholder Management

It is expected that more pressure will be exerted on banks from different parties, e.g. regulations, customers, media, general public, etc. Banks are facing a new challenge of restoring profitability while acting as a responsible citizen. Therefore, banks should take the wider interests of different stakeholders into consideration when making decisions. Banking practitioners are required to have lobbying or negotiation skills to deal with different stakeholders and protect the interests of banks.

(vii) Financial Services, Infrastructure, and Personnel in place to assist GBA

The GBA includes some of China's most dynamic cities, with abundant expertise in trade, manufacturing, services and hi-tech innovation. As banks' existing and potential clients in the Bay Area are to capitalize on the opportunities, banks and financial institutions have to ensure the requisite services, infrastructure and personnel are in place to assist their business development, finance trade, facilitate investment and generally provide professional advice to pave the way. High level policy coordination is needed for banks to improve the cross-border movement of people, goods, services, investment and information.

(viii) Professional Ethics

After the financial crisis arose in last decades, the issues of professional ethics and integrity come under the spotlight again. In view of the increasing customer sanction, banks have to strengthen the training and policies in these aspects.

B. Economic Factors

Bank's profit is directly related to the economic prosperity of a region. Economic factors such as GDP, inflation rate, employment level, trade performance and interest rate

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

determine the disposable income or purchasing power of customers, which signify the market potential and determine banks' responsive strategies. This is particularly important to Corporate / Commercial Banking as the economic prosperity affects the income of companies located in the region – clients of Corporate/Commercial banks.

Latest Economic and Trade Development in Hong Kong

With reference to the statistics of Hong Kong Trade Development Council (HKTDC) published in the third quarter of 2018, the following economic and trade information reflects how Hong Kong is performing:

- Hong Kong's economy expanded by 2.9% year-on-year in real terms in the third quarter of 2018, after the growth of 3.5% in the preceding quarter, marking the eighth consecutive quarter of growth above the trend growth rate of 2.7% per annum in the past decade.
- With the continued momentum in global economic expansion and strength in domestic demand, as well as the increased external headwinds, Hong Kong's real GDP growth rate is 3% in 2018, which is lower than the government's forecast of 3.2% and after a 3.8% expansion in the preceding year.
- Overall consumer prices rose by 2.5% in December 2018 over the same month a year earlier, slightly smaller than 2.6% in November 2018.
- The value of retail sales, in nominal terms, reached approximately 485.2 billion dollars in 2018, compared to 446.14 billion dollars in 2017.
- The labour market conditions remain tight, with the seasonally adjusted unemployment rate stood at 2.8% for the three months ending December 2018, the lowest level in more than 20 years.
- Merchandise exports decreased by 5.8% in December 2018 over the same month a year earlier, after a year-on-year decrease of 0.8% in November 2018.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

The following data reveals the strategic position and outlines the importance of the banking and financial services industries in Hong Kong:

- According to the United Nations Conference on Trade and Development (*UNCTAD World Investment Report 2018*), global FDI inflows to Hong Kong amounted to US\$104 billion in 2017, ranked 3rd globally, behind only the Chinese mainland (US\$136 billion) in Asia.
- In terms of outflows, Hong Kong ranked 3rd in Asia with US\$83 billion, after Japan (US\$160 billion) and the Chinese mainland (US\$125 billion).
- In terms of FDI stock, Hong Kong was the world's 2nd largest investor and host, after the United States, in 2017.
- According to the *Bank for International Settlements*, Hong Kong is the 2nd largest foreign exchange market in Asia and the 4th largest in the world in 2016, with the net daily average turnover of forex transactions reaching US\$437 billion.
- As at the end of December 2018, Hong Kong's stock market ranked the 3rd largest in Asia and the 5th largest in the world in terms of market capitalisation. There were 2,315 companies listed on HKEx and the total market capitalisation of Hong Kong's stock market reached US\$3.82 trillion.
- Hong Kong is an important banking and financial centre in the Asia Pacific. Hong Kong is the 3rd leading global financial centre, only after London and New York, according to the Global Financial Centre Index.
- As of January 2018, there were 12 licensed banks and 7 representative offices, incorporated in the Chinese mainland, operating in Hong Kong.

Protectionism Vs Free Trade

The Sino-US trade war has put Hong Kong in a tight spot. Although the Special Administrative Region – a WTO member in its own right – is not a direct target of the US tariffs against Chinese products, Hong Kong's economy is substantially affected.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

In January 2018, the United States announced tariffs of 30 percent and 20 percent, respectively, on solar panels and washing machines, most of which are imported to the US from China, thus kicking off a series of tit-for-tat punitive tariffs between the world's two largest economies that have since escalated into a trade war of unprecedented magnitude. Trump accuses China of unfair trade practices, including industrial espionage and intellectual property theft, and continuously criticizes China's large trade surplus with the US. China categorically denies these allegations. The People's Republic responded with tariffs on more than 120 different imports from the US, including wine, fresh fruit and nuts (15 percent) as well as pork, processed products and recycled aluminium (25 percent).

The trade war gained full speed in early July, 2018 when the White House announced tariffs on \$34 billion worth of imports from the Chinese mainland. China once again retaliated with tariffs on the same volume of goods, namely food products such as soybeans, rice and dairy, as well as raw cotton and automobiles. As of early December 2018, the US have imposed tariffs on Chinese goods worth a total of \$250 billion, while Chinese counter-tariffs so far add up to a volume of \$110 billion. A further escalation could drive the toll up to \$500 billion, roughly equivalent to the total volume of Chinese exports to the US in 2017.

While the Hong Kong Special Administrative Region (HKSAR) has not been a direct target of the US-imposed tariffs against Chinese products, the entrepôt is inherently vulnerable to the trade war, since many re-exports of mainland products from Hong Kong to the US are affected. In 2017, around HK\$350 billion worth of goods traded between China and the US were shipped via Hong Kong, equivalent to nearly 10 percent of the city's total exports.

Due to the sustained trade dispute between China and the US, the Hong Kong Trade Development Council (HKTDC) has lowered its 2018 export growth forecast for Hong Kong from 6 to 3 percent. In September of 2018, the Hong Kong Institute of Certified Public Accountants (HKICPA) published an article compiling opinions of government

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

and business representatives who likewise predict Hong Kong's economy to slow down as a result of the trade war.

A prolonged trade war could put many local jobs at risk. Although most companies in Hong Kong are not facing an existential crisis, many are considering measures to absorb the impact of higher tariffs on their business as much as possible. For Hong Kong businesses that manufacture in mainland China, consequences of the trade war have been immediate and severe. As pointed out in a recent article published by the Hong Kong General Chamber of Commerce (HKGCC), these firms nowadays find themselves caught between a rock and a hard place since a lot of components for further processing originate from the States, thus making their business susceptible to punitive tariffs from both sides. Furthermore, buyers from overseas have no more incentive to order from manufacturers in mainland China, as extra tariffs would in many cases diminish their already slim profit margins. Therefore, many companies choose to source products from lower-cost countries in the region instead. Therefore, many companies - the banks' clients are actively planning to relocate their manufacturing plants from China to ASEAN or African countries despite the prevailing administrative and infrastructural disadvantages in those regions.

LIBOR Transition

London Interbank Offer Rate (LIBOR) – one of the world's most referenced financial benchmarks might cease to exist in 2021. As a result, banks and other financial institutions and regulators have been working intensely to design replacements. The desire for transaction-based LIBOR alternatives is a global phenomenon. In the United States, the New York Federal Reserve began to publish the Secured Overnight Funding Rate (SOFR), as an alternative to USD LIBOR. In other regions, replacements include the Sterling Overnight Index Average (SONIA) in the United Kingdom, the Tokyo Overnight Average Rate (TONAR) in Japan and the Euro Over Night Index Average (EONIA) in the European Union. But in Hong Kong, for those banks which employed LIBOR as a reference to their product pricing rendered to their particular group of customers are still pending for a reliable replacement. It is likely increase complexity for financial institutions operated in Hong Kong.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Financial Innovation

The crisis also urges people to scrutinize the pros and cons of financial innovation. Securitization played a major role in the insatiable lending to sub-prime borrowers. It redistributed credit risks to investors through mortgage-backed securities; banks could replenish their funds before holding to maturity and enabling them to issue more loans and obtained more transaction fees. However, financial innovation is regarded as an intention of financial institutes to redistribute and reduce risk. A general post crisis sentiment over its existence is mainly to have it hidden from view. In most cases, the structure of the products is complex and cannot be easily explained. Banks may have to review the risks inherited in structured products carefully and devise corresponding risk management and compliance structure to monitor risk exposure of banks.

The Search of New Business Model

Banks is now facing a global economy which is very different from the pre-crisis world order, profit generation formula in the past could not be applied again and banks have to search for a new business model.

Let's have a quick review of the banking environment. Net interest margin, which many traditional banks are predominantly based on, is decreasing. The phenomenon has been occurred for a few years. Banks tried to maintain their profit by adopting a "universal bank" business model, selling an assortment of complex financial products for fee-based income. The pre-crisis year witness the boom of derivatives. However, the misapplication of financially innovative structured products led to massive wealth destruction. Against the background of increased regulatory pressure and the new capital constraints, this kind of unsustainable, overleveraged practice will not return.

The post-crisis era is grimmer, banks are facing probable erosion to their profit due to more stringent regulations and deleveraging. The immense support scheme of the government is to ensure bank can resume to the normal level of lending and facilitating the flow of capital. However, some banks have to shrink their balance sheet and do not want to increase exposures in difficult markets. That explains why despite the

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

tremendous size of stimulus plans, economy recovery is still slow as the needed capital cannot flow to the place where it is needed.

In the new era, banks need to be more focused in their business strategies. Winners are those who can identify market segments and customers where they have a competitive edge and then concentrate on that niche. Bank should invest resources in deepening relationship with profitable customers rather than engaging in risky business. This is a mindset shift from previous era where banks enter into a variety of new client relationships which are not creating value. Investing in the right client relationship with a view to the longer term is what pays in the future.

Besides business models, banks also have to change their approach in decision making. In the past few years, many decisions are taken on a short-term basis by taking on increased risk. Now, banks need to be cautious in measuring risk-adjusted returns in different businesses; carefully assessing the amount of risks a lender can bear and come up with a correct risk-adjusted pricing by taking the true risk and capital cost into product pricing.

The Financial Secretary has unveiled his 2018 -2019 Budget on 28 February 2018 to set aside a dedicated provision of HK\$500 million to develop financial services industry. This initiative might be regarded an enabler to help the banking industry to seek for new ways of doing business.

Globalization

Due to increasing cooperation and trade activities, different regions are more interconnected in the era of globalization. As evident by the speed of how the fallout of US mortgage market spread across the globe, what happened in one country may bring significant impacts to another country. Therefore, banking practitioners have to aware what is happening in the financial market in different parts of the world so as to assess the impacts on home market and have forward planning.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Increasing international trade has far reaching implications to Corporate / Commercial banking. On the client side, more and more companies will have international presence, selling goods or services to other countries, even small companies are increasingly integrated into the global supply chain. Companies look to their banks for global services in payments and trade finance, etc. Banks have to think what kind of innovative services can be provided to facilitate the business transaction and how to attract foreign companies.

On the other hand, banks may also go international and set up businesses in other regions, especially in the fast-growing emerging countries. In order to capitalize the growth sprees in the emerging markets, banks must understand the local markets well in order to take on local players who are superior in local knowledge and network.

The Continuous Growth and Economic Relations with Chinese Mainland

China is one of the fastest growing countries in the recent years. Its growing affluence and emergence of middle-class forms a gigantic market that represents immeasurable opportunities. The development of China is particularly important to Hong Kong. On one side, it is widely accepted that Hong Kong can benefit from the growth of China; on the other side, there are worries that the rapid growth of the Mainland cities will eclipse Hong Kong. According to HKSAR Government statistics, Hong Kong is an important enterpot for the Chinese mainland. In 2017, 58% of re-exports were of China origin and 54% were destined for the Chinese mainland. Hong Kong is also the third largest trading partner of the Chinese mainland after the US and Japan, accounting for 7% of China's total trade in 2017.

When looking at the importance of the Hong Kong banking industry with respect to the economic relations with Chinese mainland, Hong Kong is the largest source of overseas direct investment in the Chinese Mainland, In 2017, among all the overseas funded projects approved in the Chinese mainland, 44.9% were tied to Hong Kong interests. Cumulative utilized capital inflow from Hong Kong amounted to US\$1,008.2 billion, accounting for 53.2% of the national total. The Chinese mainland, on the other hand, is a leading investor in Hong Kong. According to the HKSAR Government statistics, the

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

stock of Hong Kong's inward investment from the Chinese mainland amounted to US\$418 billion at market value or 25.7% of the total at the end of 2016.

Competition from Mainland Cities

The banking industry of China is growing at an astonishing rate, some of the cities are catching up fast and the gaps between them and Hong Kong are becoming narrower. In the 2010 Global Financial Centres Index (GFCI), Shanghai is ranked at 6th place (compared to Hong Kong which sits in the third place), Shenzhen the 14th and Beijing the 16th. Among these, Shanghai is viewed as the major competitor of Hong Kong. The announcement by the China's State Council to build Shanghai into an international financial centre (IFC) by 2020 particularly strikes the nerve of Hong Kong. Yet, there are hurdles before Shanghai can become an IFC – RMB convertibility and control of capital flow. Shanghai also needs a more transparent and independent legal framework to boost up the confidence of business. Shanghai still has a lot to do in order to shore up its current financial infrastructure.

Besides, the unique characteristics of Hong Kong have distinctive strategic value in the development of China. It is well noted that China and the western countries have a lot of differences in financial, political or even social systems. Due to its special heritage, Hong Kong is reputed to be the place where “East meets West”. It emerges to be an ideal springboard for Chinese enterprises to go international and for foreign corporations to get into the China market. Moreover, Hong Kong is a free society where people can enjoy the free flow of information – vital lifeblood for businesses. From the perspective of China, Hong Kong is also a safe place for China to try out any new measures to identify potential problems and then fix it before rolling out to global markets without affect the gigantic system in the Mainland.

In short, the irrefutable fact is that the mainland cities, especially Shanghai will grow fast and the gap between it and Hong Kong will become smaller and smaller or non-existence. Yet, this does not toll the knell to Hong Kong IFC status. Indeed, there is clear division of roles – Hong Kong as the offshore RMB centres; while Shanghai as the onshore centre. “Cooperation” definitely is the more appropriate term for describing

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

the relationship between Hong Kong and the Mainland cities and more cross-regional cooperation is expected. Hong Kong banks would like to leverage on network of the Mainland banks to broaden the customer base and build up its strength. On the other hand, Mainland banks would like to learn from Hong Kong banks in the realm of product development, risk management, operations management, etc. Banking practitioners can interact more with their Chinese counterparts. Banks here may employ more Chinese employees and organize more cross-region trainings. The mixture of Hong Kong and Chinese employees can expedite the learning of each other.

RMB Business

Hong Kong is a global offshore RMB business hub. According to SWIFT, Hong Kong is the largest offshore RMB clearing centre in 2018, sharing about 79% of the world's RMB payments. It is believed that RMB internationalization can bring unprecedented opportunities to Hong Kong. As a matured international financial center, the potential for domestic growth is limited; RMB business probably is the area with greatest growth potential.

The RMB business in Hong Kong started in 2004 but only gained force in 2009 when China announced the pilot RMB Trade Settlement Scheme where eligible enterprises in selected Mainland cities are allowed to settle in RMB when trading with corresponding enterprises in Hong Kong and other selected locations outside China. Another milestone is the signing of the supplementary Memorandum of Cooperation on the expansion of the RMB trades settlement scheme by the People's Republic Bank of China (PBOC) and Hong Kong Monetary Authority (HKMA). Following the revision, individuals and corporations are allowed to conduct Renminbi payments and transfers through banks; the restrictions on banks in Hong Kong in establishing Renminbi accounts for and providing related services to financial institutions were released. These accelerate and consolidate the development of Hong Kong as an offshore RMB center. After the abolishment of interest rate agreement, RMB is considered as a potential growth engine in terms of number of customers, deposit base and products.

As at October 2010, the RMB deposits in Hong Kong reached RMB217.1 billion -- a

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

difference of 300 times when compared with the RMB70,000 million in China. As an offshore RMB center, the amount of RMB surged to Hong Kong will only be increasing. Thus far, RMB business is not a mainstream of income to banks, however, when RMB deposit accumulates, its unprecedented scale will certainly bring explosive growth in banking businesses. Hong Kong has to further develop its RMB business by sharpening the product innovation capability, developing new products and building infrastructure, etc. The raising of capital in Hong Kong by Mainland enterprises and the issuances of RMB bonds are well received, banks should continue to develop more products in order to play a larger role to facilitate the use of RMB in cross-border trade, investment (e.g. direct investment by foreign business on the Mainland, and overseas direct investment by Mainland-based enterprises) and wealth management.

Cross Border Business

Cooperation between Hong Kong and Mainland cities are the key initiatives of the Chinese government as evident by the Closer Economic Partnership Arrangement (CEPA) and the 11th Five-Year Plan. *CEPA* is a free trade agreement concluded by the Mainland and Hong Kong. At present, all products of Hong Kong origin, except for a few prohibited articles, can be imported into the mainland tariff free under *CEPA*. Hong Kong service suppliers also enjoy preferential treatment in entering into the mainland market in various service areas.

In December 2018, the *Agreement on Trade in Goods* was signed. Starting from 1 January 2019, goods of Hong Kong origin imported into the Mainland will fully enjoy zero tariff through the enhanced arrangement for rules of origin.

In the recent years, we witness the growth of cross border business. The major implication to banks is the changing customer profile. To retail and private banking, there are more and more customers from the Mainland, while to corporate / commercial banks, they are facing customers who ask for financial services to support their business in China. However, the business landscape in China is very different from that in Hong Kong. First, the types and variety of industries are very different. Some industries, such as oil refinery, mining, aerospace technology are not conventional

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

industries in Hong Kong which banks are familiar with, banking practitioners have to acquire industry knowledge for conducting company analysis. Moreover, the scale of factories or business in the Mainland are so large which enterprises in Hong Kong are hardly comparable. Therefore, the financial needs of Mainland enterprises are vastly different which demand practitioners with very different skill set. On the other side, these also imply that banking practitioners have to acquire knowledge in the law and regulations of China. They have to recognize the differences in regulations of Hong Kong and China in order to facilitate clients to manage their businesses and assets in different regions.

Conclusion: What Does Corporate / Commercial Banking Need?

Against the background described above, an ideal practitioner who can perform successfully in Corporate / Commercial Banking should possess the following competencies:

(i) Global Perspective and Regional Knowledge

When enterprises are going international or relocate to ASEAN region, it is important for banking practitioners to have global vision and the acumen in detecting the impacts of international affairs. Therefore, they can be more accurate in providing financial advices, conducting credit assessment and monitoring market environment. Furthermore, banks may consider expanding their establishment or cooperating with local financial institutions in the ASEAN countries to help their corporate clients to migrate their operations to these new locations.

Meanwhile, for corporate / commercial banks who would like to expand outside their home markets, regional knowledge plays a vital roles as they must face competition with local competitors who have superior market knowledge of client risks and better capability in valuing the collateral.

(ii) Path ahead in the LIBOR Transition

The transition to alternative reference rates seems fraught with risks and

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

uncertainty. Banks and other financial institutions in Hong Kong will need to contend with many operational, financial management, accounting, technical, and other considerations. Banks and their clients have to accelerate their efforts to gear up for the transition. They should assess the impact LIBOR has on their businesses and design a transition plan. A successful transition will likely require involvement from a wide range of stakeholders.

(iii) China Knowledge

The industry requires personnel who understand China well and has exposure in China preferably. China knowledge should cover:

- Culture and customs
- Industry knowledge
- Market information of China
- Regulations and legislative system
- Updated policy of Chinese government
- Development of New Economy, e.g. hi-tech companies
- Popular products and innovative payment methods in China

Moreover, ability in speaking Putonghua becomes increasingly important as it is the pre-requisite to communicate and build up relationship with Chinese customers

Currently, discussion on China knowledge usually focuses on understanding in the first-tiers cities, e.g. Beijing, Shanghai, and Shenzhen. This is barely enough as different provinces in China possess indigenous characteristics with distinct customers profile and demand. With the initiative of GBA, banking practitioners have to deepen their knowledge in the second-tier cities as well.

(iv) Regional Mobility

Due to the more frequent business with Mainland and overseas enterprises, it is inevitable that banking practitioners will travel more to different places in the Mainland or other developing economies for conducting site visits and understanding the needs of customers. Banking practitioners who are willing and

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

able to work in different regions are highly preferable. Ability in regional mobility includes language, knowledge in the customs, market conditions and current affairs in the regions and most importantly, the willingness to learn.

(v) Analytical Ability

As mentioned before, the business of Mainland customers are more complex than that of local enterprises. Corporate / commercial bankers have to be fast in learning and should possess strong analytical ability in order to conduct accurate company analysis for making business decision. In Corporate / Commercial banking, obtaining accurate and latest market information is of vital importance to help come up with an accurate assessment and business decision making. Therefore, ideal practitioners are those who know how and where to obtain useful information and have the ability to verify the authenticity of it.

(vi) Managing Diversity

As mentioned before, there is an increasing trend for banks to recruit mainlanders. Managers need to know how to manage the diversified workforce and bring out the best from each group of people.

(vii) Customer Analytics / Segmentation

Banks should possess the analytic capability to identify client clusters that generate the highest return and identify the needs of that segment. Segmentation can help banks to define client clusters with homogenous needs and expectations, allowing banks to design suitable products and appropriate relational model (e.g. frequency of contact, types of contact and channels of contact).

(viii) Risk Management

Learning from the financial crisis, it is critical for practitioners to review the old process in risk calculation and prevent over-reliance on quantitative data. Moreover, risks management will play a stronger role in business planning. The analytic results of risk assessment can be applied to calculate liquidity and capital

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

adequacy ratio for fulfilling regulatory requirement (e.g. Basel III). Secondly, it can facilitate the product development of banks by calculating the cost and coming up with a risk-adjusted pricing.

On the other hand, banks should create a culture of risk awareness at every level, from front office, risk department to every individual in banks. In particular, risk management training to Relationship Managers should be increased as they are in the best position to assess client's situations and difficulties.

(ix) Product Innovation and Knowledge

With the accumulation of RMB deposit, banks have to develop different products in order to capitalize on the RMB business. On the other hand, in view of the increasing complexity of product structures and fast pace in product development, banks have to ensure relevant staff are educated with the knowledge of these new products.

(x) Customer Relationship Management in the new era

Development of strong client relationship rather than aggressive deal making alone is the key to success in the new era. Training to relationship managers should be focused on how to deliver premium customer experience and intensify their relationship with clients. Helping them to acquire in-depth knowledge of specific industries and to provide structured solutions or advice to particular client segments; add value and insights through unique hard and soft skills that Artificial Intelligence (AI) cannot replicate is the proper direction. With such an effort, banks would be able to build or maintain good relationship with their clients.

(xi) Cross Boundary Compliance

Corporate / Commercial banks are facing more challenges in across boundaries compliance requirements due to the increasing cross border businesses and complex product structure.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

(xii) Leadership with Foresight

There are specific requirements on leaders too. Corporate / Commercial banks need management who can think from long-term perspective instead of focusing on short term needs alone.

C. Social Factors

Social factors, such as demographic variables, composition of bank customers, attitudes or lifestyle influence the business of banking industry by shaping the preferences of customers thus the demand for different products and services.

More Vigilant and Vocal Customers

It is expected that customers are becoming more vigilant and audacious. More complaints from unsatisfied customers are expected and mishandling may cost the reputation of banks. Nowadays, the new communication technologies have increased the possibilities for how bank customers receive useful market information. Social media are one of such technology that has seen increased usage as an information source. Bank customers are therefore more knowledgeable and in a better position to demand better services and product pricing with banks. Thus, they are equipped with improved mobility, information access and their positive experience from other industries; they will definitely demand improvements in bank services. Banks have to be well prepared and provide sufficient training to their frontline staff.

To rebuild investor and market confidence, banks have been reviewed the process of selling investment products to ensure “suitability” of products to different customers. At frontline level, it is important for the staff to disclose risk inherited in each investment, make sure the messages are clearly communicated to customers and they are aware of the risk they exposed to and their own risk bearing ability. Moreover, bank staff has to understand the risks of different investment products, conduct comprehensive risk analysis to ensure “suitability” of the products to the investor. Everything has to be based on customer benefits.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Stakeholders Management

Besides customers, banks are also facing a group of more powerful stakeholders, including general public and media. They demand higher transparency in the operations of companies / organizations and will keep a close watch over their behaviors. The public will voice out any unfair treatment of the companies / organizations (e.g. the selling of customer data by a popular social media). The media is powerful in shaping public opinions, which may influence the implementation of the policy. To pacify the sentiment of stakeholders, companies / organizations were forced to abolish their policy in a few circumstances.

Bank must face the realities: doing business in a world with multiple stakeholders. It is important for banks to learn how to engage stakeholders in the decision-making process to minimize reputational risks or crisis. Management who fails to develop a sustainable strategy but only focusing on short-term business will put them at a competitive disadvantage in the future.

Demand for One-Stop Services

Customers nowadays are inclined for one-stop services which could provide more convenience. Customers may ask for services offered by different bank units. For example, business owners of small and medium enterprises may request for trade financing loans (a typical corporate / commercial banking services) for their companies. Meanwhile, the individuals may accumulate a large sum of personal wealth and ask for investment opportunities (a private banking services). Practitioners have to understand and assess the financial needs of customers, coming up with the right solutions and refer them to the right parties. This also implies that practitioners have to familiarize themselves with products and services provided by different business units of the bank.

Employees: Competing Talents and Fair Treatment

Many banks are experiencing shortage of talents. Especially for banks who would like to enter into China market or strengthen their capabilities to serve their cross-border customers, they were complaining that they did not have enough talents to support

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

the initiatives in the last few years but seems that they have find a way out to employ more local graduates originated from the mainland. Many banks expressed that they have a much higher percentage of Chinese new recruits. Now the issue is more inclined to helping these young Chinese employees to adapt to the local working environment and upkeep the retention rate. People development managers should then place a focus on these areas to develop the right kind of talent to support future banking business. The emerging global talents market may be another source for banks to relieve the manpower shortage. The trend of outsourcing back-office support services will continue. Moreover, for banks in Hong Kong, there is a trend to outsource call center services and digital trade services to Mainland cities with proper fin-tech capability.

Without a doubt, people, rewards and culture played a key role in the development of the crisis. A fair reward should be high enough to motivate people but not in a way conducive to inappropriate behavior. Banks have to display a responsible and well thought approach in compensation. There should be a more balanced set of performance measures and greater attention to be paid to the quality of earnings generated the bonus. In short, reward should be aligned to long-term sustainable value and performance-based incentive payment must reflect the risk taken in producing profits.

Managing Generations Y and Z employees

Generation Y, also known as the 'millennials', are the fastest growing segment of the workforce. Raised in a time of global economic prosperity during the mid-80s while Generation Z are individual born after 1996 to the present – which means the older segment has already turned 23 years old and are starting to enter the workforce. These employees have common traits such as:

- Less money driven
- More entrepreneurial
- Demand immediate, genuine and frequent feedback from their employers
- Have clear career goals; and
- Prefer working individually

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Bank employers have to understand their motivation and set clear goals for them to achieve. As they are known for being technologically savvy, it is more effective to provide them such a working environment. They will enjoy living and socializing in a digital world, hence to obtain job satisfaction.

The Environmental, Social and Governance (ESG) Initiatives Development in the Banking Industry

Banks are playing a major role in the economy, as they provide vast amounts of capital and have the ability to influence other business and individual clients across different sectors through their financial products and services. However, the banking industry continues to be on the front pages of media for various environmental, social and governance (ESG) issues, such as environmental protection or agricultural development initiative implications of project finance decisions.

In recent years, major banks in Hong Kong are paying effort to conduct materiality assessment to prioritize corporate social responsibility issues and leverage the results to play a greater role in internal engagement and sustainability strategy development. The publicity of materiality assessment process can be a powerful mechanism to engage senior management and get valuable input from external stakeholders. It is also becoming a general practice of banks to integrate ESG objectives into their strategy. More And More banks are conveying major long-term sustainable financing commitments, which provide an opportunity to link their products and services to corporate social responsibility. Some banks even announce the calculated impact of these projects in order to gain credibility for their ESG initiatives.

In the opening remarks at the Euromoney's 2nd Asia Sustainable & Responsible Capital Markets Forum held on 25 June 2019, Eddie Yue, Chief Executive of Hong Kong Monetary Authority stated that:

- In the world of finance, central banks, financial regulators and institutions are increasingly adopting agendas to promote green finance. The IMF has highlighted

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

in its latest Global Policy Agenda the importance for international collaboration to combat climate risk and what the IMF will do to support this effort

- in Asia, huge investments in green and climate-resilient infrastructure are needed across the region. The Asian Development Bank (ADB) estimates that US\$1.7 trillion per year will be needed through 2030 for the region to maintain growth momentum, eradicate poverty and respond to climate change
- the momentum of sustainable finance is building up strongly and will continue even more so in the coming years. For the global financial community, sustainable finance is no longer nice-to-have, but a necessary direction
- Hong Kong is already one of the major green finance hubs globally. In 2018 green bonds arranged and issued in Hong Kong reached US\$11 billion, up from US\$3 billion in 2017. The issuers included multilateral development banks, such as the ADB and the European Investment Bank, as well as private sector participants from Hong Kong, Mainland China and abroad
- a green finance ecosystem has already taken shape in Hong Kong. Many international green advisory firms and external reviewers have a presence in Hong Kong.
- The Hong Kong Government is a strong supporter of green finance and put in place supportive policies to promote green finance, such as the Green Bond Grant Scheme, as well as the Pilot Bond Grant Scheme, which covers issuance costs of eligible first-time green bond issuers in Hong Kong. Furthermore, under the Outline Development Plan for the Guangdong-Hong Kong-Macao Greater Bay Area, Hong Kong is also the designated green finance center in the area.
- HKMA co-hosted major conferences in 2018 with the International Capital Market Association, which determines the Green Bond Principles and Social Bond Principles, and with the People's Bank of China to raise awareness and knowledge

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

of green finance in Hong Kong

- HKMA would engage and consult the industry and other relevant stakeholders to develop its supervisory expectation or requirements, particularly on how to incorporate Environmental, Social and Governance (ESG) risk elements in banks' corporate mandate, risk management practice and financial disclosure. The key objective is to set tangible deliverables for Hong Kong's banking industry to become greener and more sustainable
- the HKMA helped to issue Hong Kong Government's inaugural US\$1 billion, 5-year green bond under the Government Green Bond Programme earlier in May 2019
- Hong Kong has a strong presence of finance and legal professionals, who can advise on all aspects of the bond offering and assist in arranging, managing, coordinating and marketing the green bond certification and issuance
- Hong Kong is home to leading international institutional investors, including many of the investors who have made strong commitments to green investments
- The HKMA is not alone in driving green and sustainable finance in Hong Kong. For example, the Securities and Futures Commission (SFC) announced its Strategic Framework for Green Finance in September last year and published guidance on enhanced disclosures for green or ESG funds earlier in April 2019

Chief Executive of HKMA emphasized that that was just the beginning of a very long journey. While developments in sustainable finance have been encouraging, banks are still at the initial phase of development and a lot more still needs to be done. With these ongoing efforts, it is hopefully to bring sustainable finance in Hong Kong to the next stage of success.

Conclusion: What Does Corporate / Commercial Banking Need?

Against the background described above, an ideal practitioner who can perform successfully in Corporate / Commercial Banking should possess the following

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

competencies:

(i) Professional Ethics and Compliance

Customers are demanding high level of professional ethics in banking practitioners, this is critical for banks to rebuild customer confidence. For developing integrity, governance by rules and regulations are barely enough. Banks have to build up a corporate culture of integrity, which becomes the decision rationale of managers and ensure it can be internalized by staff and reflected in their daily behaviour.

(ii) Risk Management

Risk management is no longer a function retained in the “Risk Management Department” only. To protect the best interest of customers, frontline staff has to adhere to “suitability principle”, ensuring that the recommended products are matched with the profile of customers and customers have understood the risks.

(iii) Stakeholder Management

To manage different groups of stakeholders, banking practitioners have to possess political acumen so as to aware the sensitivity of different issues and assess the possible consequences. Crisis management is also gaining importance. Once crisis breaks out, banks are required to report the incident honestly and react quickly and to minimize possible hazardous effect.

(iv) Data Privacy

Banks are responsible to strictly follow the Data Protection Principles (DPPs) which represents the core of the Personal Data (Privacy) Ordinance in order to protect the privacy rights of their customers, employees and any other stakeholders in relation to personal data. Examples of personal data protected by the Ordinance include names, phone numbers, addresses, identity card and passport numbers, photos, medical records, employment records and financial status, etc. As data users, banks may have to educate their employees who are frequently or occasionally, either alone or jointly or in common with other parties

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

to control the collection, holding, processing or using the data in a proper manner.

(v) Consumer Rights Protection

In view of the consumer confidence and trust, the regulators are promoting bank customers' rights, hence, to earn sustainable development and stability of the banking industry. In recent years HKMA requests banks to treat their customers fairly at all stages of their relationship with them. The Authority has been engaging the banking industry on various initiatives to promote a stronger corporate culture amongst banks of treating their customers fairly. Some of the examples are a set of enhanced credit card practices; Treat Customers Fairly (TCF) Charter for retail banks; and Treat Customers Fairly (TCF) Charter for Private Wealth Management Industry applicable to private banks. These Charters incorporate high level TCF principles, having drawn from good practices locally and overseas and from the G20 High-Level Principles on Financial Consumer Protection.

With reference to this direction, banks should provide consumers with key information that informs them of the fundamental benefits, risks and terms of the products. Banks have to take actions to ensure that their financial consumers have access to adequate complaints handling that are affordable, independent, fair, timely and efficient.

(vi) Corporate Social Responsibility (CSR) and Environmental, Social and Governance (ESG) Initiatives

Following the previous remark, banks have to steer a course between profitability and acting as responsible citizens. There is an additional implication to corporate / commercial banks – they have to carefully select and monitor their business partners and clients; make sure they are also socially responsible enterprises.

One of the major movements of doing this is banks effort put on developing Environmental, Social and Governance based targets. The Hong Kong Monetary Authority consulted with banks on plans to introduce future supervisory

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

measures relating to green and sustainable banking in May 2019. The HKMA said they were planned to establish a set of ESG targets that they would expect banks to work towards and would be consulting the banking industry on how best to monitor and evaluate organisations' progress on key sustainability measures. The proposed measures on green and sustainable banking will be implemented in three phases, beginning with developing a "common framework" which the HKMA would be able to use to assess the starting point on banks' sustainability progress. The second phase would involve engaging with the banking industry in a consultation on the future supervisory expectations on green and sustainable banking. Finally, the third phase would be to establish a monitoring framework to evaluate industry progress. With this backdrop, it is expected ESG initiatives would be one of the major developments of the banking industry in Hong Kong.

(vii) Customer Relationship Management

As a result of increasing customer power, banks have to cultivate deep client relationships to safeguard "reputational risks". Banks need to change from product centric culture and be more solution-oriented that provides an integrated set of services, including value-added services such as working-capital optimization, liquidity management on top of traditional services. These will require much more precise customer information and insight than before. Relationship managers have to be well-trained in assessing the client needs.

(viii) Product Knowledge

There are two reasons for the importance of equipping staff with product knowledge. First, frontlines sales have to be articulated with product features and inherited risks in order to assess the suitability of different products. Second, as customers are having higher expectations in all-rounded services, practitioners have to be equipped with basic knowledge in products and services provided by different branches of banking so that they can provide basic advisory services to clients and refer them to appropriate parties.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

(ix) Negotiation or Mediation Skills

To deal with the more vocal customers and increasing number of complaints, on the one hand, practitioners have to be trained in political acumen to enhance their sensitivity to possible conflicts. On the other, practitioners have to know how to negotiate or mediate with different stakeholders in order to protect the interest of the banks while maintaining a harmonious relationship with different parties.

(x) Talent Management

Searching for top talents will be more difficult, in short, people who are experienced in Corporate / Commercial banking and familiar with emerging markets are scarce in supply. As the retirement wave of baby-boomers is approaching, finding talent will be more challenging than ever. Banks must review the strategies in talent acquisition, development and retention.

Reducing turnover to maintain durable client relationships is also a key success factor. It can build up Relationship Managers' knowledge for relevant credit decisions and ensure accurate cost of risk assessment.

To better manage and retain the Generations Y and Z employees, bank employers have to understand both of their financial and personal goals, help them to fulfill their high expectations of success. Openly laying out the bank's rules, processes and expectations in detail, and providing proper guidance to assist them to approach their tasks will give them a sense of belonging, hence to engage their effort to contribute to the bank.

D. Technological Factors

Factors such as development of new technologies, pace of adopting new technologies and level of research and development activity can lower the cost and increase the production levels of a business. In banking industry, technological advancement has changed the way banks interact with customers and streamlined the work processes of

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

certain functions, such as compliance, risk management.

The 2008 global financial crisis represented a critical moment that separated prior phases of the development of financial technology (FinTech) and regulatory technology (Reg-Tech) from the current paradigm. Today, FinTech has entered a phase of rapid development marked by the proliferation of startups and other new entrants, such as IT and ecommerce firms that have fragmented the financial services market.

FinTech has expanded in scope, now covering the full spectrum of finance and financial services. It can be delineated into five key areas: finance and investment, internal operations and risk management, payments and infrastructure, data security, and consumer interfaces. A common image of FinTech is that of alternative financing mechanisms, such as P2P lending (facilitated by a platform). But FinTech also encompasses the integration of technology in such financial transactions as crowdfunding and algorithmic trading. And FinTech plays a large role in institutions' internal operations, as evidenced by the high levels of spending that large financial institutions invest in enhancing their IT capabilities.

Today, FinTech has entered a phase of rapid development marked by the proliferation of startups and other new entrants, such as IT and ecommerce firms that have fragmented the financial services market. This new era presents fresh challenges for regulators and highlights why the evolution of FinTech necessitates a parallel development of Reg-Tech.

Recent Development in Technology

According to the fact sheet "Hong Kong FinTech Landscape" published by Invest Hong Kong, the following data may reflect the current situation of FinTech development in the financial services industries of Hong Kong:

Private Investment

- Investment in Hong Kong FinTech firms more than doubled in 2017 compared to 2016. Amid a global surge in interest, Hong Kong-based FinTech investment

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

jumped to US\$545.7 million in 2017 from US\$215.5 million in 2016 (and US\$107.5 million in 2015), putting it well ahead of Singapore and Australia.

- In 2017, global investment in FinTech companies reached an all-time high of US\$27.4 billion, up 18% year-on-year.
- The largest fundraising in Hong Kong in 2017 was by WeLab, the mobile lending company, which raised US\$220 million in November.

Government Funding Schemes

- The Hong Kong government's 2018 budget pledged to allocate HK\$500 million to the development of financial services over the next five years, including FinTech.

New Virtual Banking License

The Hong Kong Monetary Authority (HKMA) on February 6, 2018, published a revised Guideline on Authorization of Virtual Banks for public consultation that ran until mid-March. The HKMA received 25 responses from companies and trade organization. In March and April 2019, HKMA has granted a total of 4 virtual banking licences under the Banking Ordinance. The introduction of the virtual banks in Hong Kong is a key pillar supporting Hong Kong's entry into the Smart Banking Era. It will bring about brand-new customer experiences and reinforce Hong Kong's position as a premier international financial centre.

Recruitment Efforts

- A scheme to be launched by the Hong Kong government to accelerate the admission of R&D talent from overseas and the Chinese mainland. The scheme is run on a pilot basis for three years; maximum of 1,000 people will be admitted in the first year.

Fin-Tech Education of Universities

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

- HKMA step up collaboration with the ASTRI, the Science Park and Cyberport to promote the introduction of new technology and banking processes, and to nurture FinTech talent.
- The FinTech Career Accelerator Scheme, established by the HKMA, ASTRI and Hong Kong-based banks in 2016, provides FinTech internships of 6-12 months at the HKMA or the participating banks to undergraduate and postgraduate students.....
- In 2017, HKUST Business School launched a host of new MBA electives including FinTech and big data analytics.
- The University of Hong Kong (HKU) signed a memorandum of understanding with Hong Kong Cyberport to create a new FinTech platform. Through the new platform, an “HKU x Cyberport FinTech Nucleus” will be set up representing the first step towards introducing more creativity and innovation to The Cyberport Centre of Global FinTech Innovation.

BlockChain

- In 2017, the HKMA developed a proof-of-concept for a blockchain-based platform for trade finance, conducting work in three areas: mortgage loan applications, trade finance and digital identity management.
- The HKMA and the Monetary Authority of Singapore (MAS) agreed to collaborate on developing the Global Trade Connectivity Network (GTCN), a cross-border financial infrastructure platform based on distributed ledger technology (DLT).
- In September 2017, Deloitte launched a new Asia-Pacific blockchain lab in Hong Kong to help clients in the region adopt distributed ledger technology.

Cybersecurity

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

- Cybersecurity-focused accelerator opens in Hong Kong: Standard Chartered announced on April 16, 2018 the opening of its Hong Kong innovation lab, the eXellerator, to promote innovation within the Bank and to tap emerging financial technologies and data science in the region. The eXellerator in Hong Kong will be part of the Bank's global network of innovation labs and in Hong Kong it will focus on areas such as AI and Cybersecurity.
- Hong Kong brokerages rush to comply with new rules on cybersecurity: a growing number of Hong Kong online trading companies are seeking to comply with the new rules outlined by the Securities and Futures Commission (SFC) on cyber risks.

Payments

- Banks and Stored Value Facilities (SVF) can participate in the Faster Payment System (FPS), which supports the use of mobile phone numbers or email addresses for payments in Hong Kong dollar and renminbi anytime, anywhere.

Reg-Tech

- Hong Kong Association of Banks set up a working committee following the HKMA's establishment of the KYC Utilities as a shared platform to assess creditworthiness and risk management with a view to facilitating account opening. The HKAB also appointed an independent consultancy firm to conduct a feasibility study. These developments are currently at an initial stage.
- In May 2018, the Alliance for Financial Stability with Information Technology (AFS-IT) was established in Hong Kong. The AFS-IT includes top-level representation across the banking, financial, technology and regulatory sectors, as well as government officials from China, Hong Kong, Macau, Philippines, Thailand, Cambodia, Myanmar, Vietnam, Brunei and Laos, with a key focus being to foster innovation in reg-tech.

Hong Kong as an international finance hub has set out to become a leader in FinTech with the Hong Kong government and regulators actively supporting the growth of the

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

industry. “Hong Kong must optimize its resources by focusing on developing its areas of strength, namely biotechnology, artificial intelligence, smart city and FinTech, and forge ahead according to the eight major directions set out by the chief executive,” Hong Kong’s Financial Secretary Paul Chan said in his annual budget speech in February, 2018.

He then reinforced his message in his third Budget Speech in February 2019 aimed at promoting the city’s innovation and technology (I&T) development. “The development of I&T will bring huge economic benefits to Hong Kong,” Chan said. “The intellectual property so generated can be commercialized to drive ancillary economic activities, thus creating quality employment opportunities and enabling people to live comfortably by adopting new technology.”

To date, the current government has injected over HK\$100 billion to I&T development, focusing on four major areas biotechnology, artificial intelligence, smart city and Fintech.

Today, the city hosts over 130 FinTech startups, offers three FinTech sandboxes for firms and startups to test innovative financial products, and counts four FinTech-focused accelerators.

As we can see from the above, Hong Kong has extended a great effort in multi-areas of fin-tech and reg-tech development in recent years. These movements and initiatives have established an irrevocable trend in the financial services industry. Banks have to revisit their technology strategies thoroughly in order to cope with their business plans.

Services to Clients

When looking into retail banking, technological advancement has brought revolutionary changes to its service delivery channel, such as the e-banking and the growing mobile banking. In the field of Corporate / Commercial banking, when customers are continuing to invest in better financial systems, e.g. sophisticated online data-transfer functions or enterprise-resourcing-planning systems, corporate / commercial banks should invest in platforms to align with their clients. Banks can also

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

offer more convenience by providing more products and services where clients can access through self-service portals. This is particularly useful to customers who are conducting businesses across international frontiers. On the other hand, banks can provide better and more coordinated information system to facilitate cash management, better customization and two-way communications. Moving operational work to online platforms allows sales force to concentrate on product selling and relationship management.

On the other hand, to cater for the IT savvy new generation, banks can invest in platforms which can allow clients to transact anytime, anywhere and provide real time information. One example of the latest trend is the development of mobile services, such as text messaging, mobile website and downloadable apps. These allow customers to quickly log in to check their accounts, pay a bill, transfer funds, trade services, cash management, investment services and obtaining information on credit, foreign exchange, etc.

IT specialist should be involved in strategy discussions to come up with an aligned view of desired client experience (e.g. fast, convenience, flexibility) and develop systems that can facilitate the business development.

Enhancing Risk Management Capability

Utilizing technology in automation (e.g. account opening, transactions) to support the increasingly complex and voluminous transaction is the most frequently mentioned benefit of information technology. Moreover, to corporate / commercial banks, the major contribution of information system is the strengthening of decision-making capability and risk management function.

Information systems highly strengthen the analytic abilities of banks in collecting, storing, tracking and analysing data. With the powerful database and strong analytic ability, the automated decision intelligence can facilitate banks in sophisticated decision process, such as loan applications, fraud detection, client monitoring and collections.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Banks need rich and real time data to develop holistic understanding on their clients. Useful data include: product utilization patterns, risks, liquidity, capital adequacy, etc. These have significant contribution in pricing, product design and risk management and client segmentation / clustering. On the other hand, the system can contain data covering all stages along the credit cycle (from underwriting to monitoring and credit collection) to support client management, decision making, reporting and audit trail. These can help banks make decision in credit and detect deteriorating loans quickly.

Increase Exposure to IT Risks

Despite the various benefits brought by the information technology, its popularization does expose the banks to other source of risks. The most notable example is security risk. There are various incidents on leakage of customer information or confidential documents in the internet. Moreover, the reliance of IT system may give rise to fraudulent cases by people who know to get around the bank's security systems. The trading fraud, which cost Societe Generale \$7 billion in 2008, was a case in point.

Conclusion: What Does Corporate / Commercial Banking Need?

Against the background described above, an ideal practitioner who can perform successfully in Corporate / Commercial Banking should possess the following competencies:

(i) IT knowledge

To integrate IT with different processes and services, banks require IT specialists who possess consolidated knowledge in customer experience, customer segmentation and risk management, etc. to design a practical system which can deliver a seamless customer experience and ensure alignment with business strategies.

(ii) Data Management

With the comprehensive database system, banks require practitioners who are adept in data management in order to provide accurate and timely data. Moreover, practitioners who are good at qualitative and quantitative analysis are highly valued as they can provide useful insight to improve the operation and

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

businesses of banks.

(iii) Operational Risk Management

The use of technology exposes banks to a different kind of risks. Banks require expertise in IT security and internal audit to devise comprehensive controls and procedures to protect the banks and customers' funds and information. With the increasing complexity in operations and transaction process, the importance of compliance also increases.

(iv) Cybersecurity Management

Cyber threats are increasing at a rapid rate and banks are going to have to work quickly and spend significant resources to keep pace with the changing focus moving from fraud to include disruption of operations and destruction of information. Confronting these issues will require a mass of efforts, such as conducting background screenings for new hires and requiring substantial employee training; make sure proper IT infrastructure, both hardware and software, is sound and patching vulnerabilities as needed; and actively engaging and overseeing vendors and service providers contracted with the bank. Banks have to review their capacity in threat detection and compliance, to build an effective platform of essential security capabilities and seamlessly integrated threat intelligence to detect the latest cyber-risks.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

Section 3 Concluding Remarks

It is obvious that the business environment of banking industry is changing vigorously due to the opportunities arise from Greater Bay Area development, higher risks of closer ties with mainland China, international trade restrictions, an unprecedented opportunity on the internationalization of RMB and the growth of emerging new economies etc. The major implication to the banking industry is unambiguous – developing talents to prepare for the forthcoming boom in RMB and cross-border business while managing the risks associated with the environmental changes.

Apart from the socio-economic factors stated above, the long-standing integration of technology and finance has been continuously evolving. FinTech today exhibits great promise in emerging economies and developed economies, where several underlying factors such as rising mobile technology penetration, transformation of traditional financial systems, and behavioural shifts among consumers are all represent fertile ground for FinTech development. Taking Hong Kong as an example, current investment in FinTech for the banking industry is increasing at an astonishing pace. Banking employees may have to improve their knowledge and skills in modern technologies in order to keep pace with the market needs.

Referring to the strategic thrust identified in the above sections, it also highlights the importance of elements related to personal effectiveness such as Business Acumen, Change Management and Resilience, Crisis Management, Multi-Cultural Diversity Management, Analytical Power, Negotiation and Mediation Skills, Willingness for Continuous Learning, Social and Political Awareness, Multi-Language Proficiency, China Knowledge.... etc. For current practitioners and those who are preparing to enter the employment arena of Commercial / Corporate Banking sector, these are definitely some essential qualities in addition to the long list of technical competences for their career success.

Environmental Scan of the Corporate and Commercial Banking Sector in Hong Kong

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Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

Section 1 Introduction

Corporate / Commercial Banking is a term primarily refers to the deposit, loan and other financial services offered to enterprises, corporations, large business firms and governmental bodies by a bank or a dedicated division of a bank. Corporate / Commercial Banking deals with businesses across the spectrum, from small businesses to multinational corporations that have massive financial stakes.

Common types of Corporate / Commercial Banking businesses include corporate finance, credit management, asset management, cash management and loan management. These activities involve the provision of variety of financial products and services such as term loans, bridging loans, ordinary credit lines, revolving credit lines and other kinds of working capital facilities, structured finance, asset financing, production plant and equipment financing and investment financing.

Corporate / Commercial Banking also provides other comprehensive transaction-based products and services, such as company account management, custodian service, payroll service business related insurance and comprehensive digital banking service to enterprise customers.

With the fast development of global capital markets and the rapid growth of numerous world class business firms in the recent decades, both the size and the number of capital market transactions were expanded in an extremely speedy pace. The reason behind is that more and more business firms recognized they are capable of raising lower cost fund to support their business operations from the capital markets instead of directly borrowing from banks. They have therefore adjusted their business strategy to allow themselves to improve their capability of accessing capital.

In order to cope with this change, Corporate / Commercial Banking has enhanced its role, i.e. not only as a money lender, but also as a capital and treasury market adviser for these corporate customers when such needs arise. Besides, the increasing globalization of the financial markets makes it crucial for large banks to enhance their capability to offer a broad array of services to help their enterprise customers raise the capital they need.

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

Taking these major changes into account, some banks in Hong Kong nowadays divide commercial banking services into SME Banking, Business Banking and Corporate Banking in accordance with their customers' size, portfolio, and business capacity and complexity levels of products demanded from them. This approach is commonly adopted but the differentiation scale used by individual banks is at their own discretion.

In Hong Kong, the primary difference between Corporate Banking and Commercial Banking is the size and business scale of the clientele. Corporate Banking deals with large corporations and the business transactions are usually involving large scale loans, investment and deposits. In most cases, banks have to customize a specially designed range of products and services to meet the complex needs of these clients. For Commercial Banking clients, it is commonly referring to the ordinary small and medium sized business clients for which their needs are usually less sophisticated and could be met with the general commercial banking lines of products.

Under such a market segmentation approach, although banks in general provide comprehensive financial services to all enterprise customers, a more complex line of financial products which sometimes involves capital markets' transactions and treasury services are especially catered for the large sized Corporate Banking clients to meet their specific needs. This special product line is usually supported by treasury market, capital market and/or investment banking product specialists. They are commonly categorized as corporate banking products and services. With this background, the functional areas of "**General Enterprise Banking**" specified in the next section generally incorporate the most common business and operation functions of the sector regardless of the size and portfolio of the business clients. The specific products and financial services with greater complexity usually catered for companies of bigger size and higher complexity are grouped under an independent cluster - "**Other Enterprise Banking Services for Large Corporations**" in the section following the above.

The PEST scan conducted has identified the future thrusts of Commercial and Corporate Banking sector which imply on the major functions that the sector will be performing. In addition to this, after a series of consultation and benchmarking, the 11 core functional areas

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

are identified based on the following principles:

- Significance to the business or operational functions of corporate / commercial banking
- Frequency of performing the functions
- Applicability to core job families of commercial and corporate banking
- Importance to the continuous development of Hong Kong as an International Financial Center
- Alignment with the functional mapping of Retail Banking and Private Banking SCS
- Assurance of incorporating emerging functions and tasks of the sector
- Compatibility to the SCS framework of other industries hence to facilitate cross industry mobility and benchmarking

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

Section 2 Major Functional Areas

In alignment with the Specification of Competency Standards (SCS) of Retail Banking sector and Private Banking sector, the functional map of Corporate and Commercial Banking sector adopts the similar structure to facilitate a convenient cross-reference. The major functional areas introduced in the following section covers the core business and operation functions in the Corporate and Commercial Banking sector. They can be generally grouped under the four dimensions exhibited below based on the nature of their individual function:

- A. Corporate and Commercial Banking Service Delivery Channels;
- B. Internal Management;
- C. Corporate and Commercial Banking Product Design and Architecture; and
- D. Business Acquisition and Customer Relationship Management

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 commercial and corporate banking activities and defined broadly in general terms which serve as a basis for further expansion into a functional matrix. Detailed competencies can be found in the functional matrices.

Cascaded from the above four dimensions, eleven functional areas have been identified in Commercial Banking sector, namely

- (1) General Enterprise Banking Service Delivery;
- (2) General Enterprise Banking Operations and Support;
- (3) General Enterprise Banking Credit Management;
- (4) Risk Management;
- (5) Internal Control and Compliance;
- (6) Technology Management;
- (7) Product Development and Brand Marketing;
- (8) Quality Management;
- (9) Sales and Relationship Management;
- (10) General Management; and
- (11) Other Generic Competencies.

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

Figure 1 shows the functional mapping of the Corporate and Commercial Banking sector in Hong Kong where these 11 components and other functional areas are exhibited. The definition and scope of each of these 11 functional areas are listed below.

- 1. General Enterprise Banking Service Delivery:** This functional area refers to the provision of frontline financial services to enterprise customers in order to satisfy their financial needs through conventional means and electronic device. It is defined as the sales support and customer service team's activities involved in the processing of different types of Corporate / Commercial banking transactions for customers by conforming to the guidelines of the bank with sound product knowledge, business sense and service and quality standards. It includes enterprise banking service delivery strategies and management, deposit product and service delivery, commercial loans product and service delivery, insurance product and service delivery, investment product and service delivery, cash management service delivery, foreign exchange, interest rate hedging and other treasury product and account service delivery.
- 2. General Enterprise Banking Operations and Support:** It refers to the provision of back-office operational services and fulfilment for commercial banking business units in order to support them to deliver quality service to enterprise customers. It also entails supporting services offered to internal divisions through various deposit, finance, investment and other general commercial banking products hence to assist them to complete the banking transactions requested by customers. Examples of this functional area include enterprise banking operations and support strategies and management, business centers operations, deposit and loans processing, contingent account processing, electronic fund transfer, foreign exchange, remittance reconciliation, correspondence management, trade finance, factoring, processing product and services applications of customers, customer accounts management, etc.
- 3. General Enterprise Banking Credit Management:** This functional area encompasses commercial credit strategy, policy and procedure development, credit acquisition, credit portfolio management, credit risk analysis, comprehensive evaluation and approval process management, and credit risk management of enterprise banking clients including

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

small and medium size enterprises, mid-cap business firms and general commercial customers. Other day to day credit operation activities such as gathering, preparing and analysing commercial credit information for approval, renewal and extension to ensure loan exposure is in adherence to the bank's credit guidelines are also included in this functional area. It generally covers the functions involved in determining the degree of risk involved in lending and other credit business, administering commercial banking credit-granting process; providing commercial credit training, supplying collateral valuation services, managing commercial loan portfolio, monitoring non-performing loans, credit systems maintenance and processing customer credit application by adopting the fundamental credit concept and lending principle.

- 4. Risk Management:** It refers to the undertaking of the assessment of different types of prospective risks such as operational risk, reputation risk, market risk, credit risk, liquidity risk, etc. and the responsive reactions taken in a sensible manner. It involves the use of sophisticated techniques to identify; measure and mitigate risk through a robust corporate governance structure, and the leveraging of a disciplined management system to minimize risk. This may include the establishment, monitoring and reviewing of the risk identification and measurement approaches, executing routine risk monitoring systems and reporting processes, developing and implementing scenario analysis and other measurement approaches for risk across business and operations functions, designing, managing and reviewing business continuity implementation, as well as controlling the balance sheet risk management function of the bank. Other activities of this functional area include managing crisis, making judgment and decision when crisis breaks out, etc.
- 5. Internal Control and Compliance:** By observing the Banking Ordinance and all other legal, statutory and regulatory requirements including global trend and local practices, This functional area ranges from the initiatives of banks in formulating internal policies to ensure the 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 involves information flow and document management from creating, monitoring, and tracking information to reporting to government or regulatory bodies, increasing public disclosure and productivity, providing instructional support and the necessary materials for it, maintaining global management standards and procedures, as

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

well as assessing awareness and compliance of all staff members in the bank to organization policies and legal regulatory requirements. Conducting research on regulatory development and their implications, formulating compliance strategy, developing internal policies and guidelines for operational compliance and regulatory requirements, monitoring and tracking compliance fulfilment, assessing compliance risks, investigating suspicious or illegal activities, developing and evaluating compliance programmes, developing audit policies and procedures, providing legal advice and support, anti-money laundering, counter-financing of terrorism, compliance to sanctions requirements, counter financial crimes, etc. are some of the examples of this functional area.

The comprehensive activities for designing, implementing, and monitoring internal control and audit system of the enterprise banking are also included in this functional area. Since a well-designed and implemented internal control system is the best protection policy against errors and fraud, fulfilling the internal control requirements of a bank is the primary safe net in compliance management.

- 6. Technology Management:** With an aim to improve sales and service productivity; raise channel efficiency; facilitate customer acquisition, retention and relationship management; as well as support the development of innovative products and services to ensure quality service delivery, this functional area refers to the operation and control of hi-tech equipment or system to complete job requirements in a smooth and effective manner. (e.g. digital banking and fin-tech) The key activities may include the design and development of IT infrastructure of the bank, automation of the banking product development process; customer portfolio management, automation of management reporting, office equipment efficiency management and, data center management and information security management. In view of information and financial technology development and the needs to prevent on-line financial crimes, Tasks related to cybersecurity such as building infrastructures to support cybersecurity policies, assessing and managing security risks in digital and mobile environment, designing and implementing cybersecurity education to employees and clients, developing and updating IT and financial technology architecture, managing support services of financial technology systems, monitoring and reporting cybersecurity incidents, assessing security

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

risks in cyber environment, executing Big Data analytics administration, etc. are also included in this functional area. These new or enhanced elaboration of Technology Management are based on a thorough understanding of the technological needs of the banking industry and the application of the knowledge of state-of-the-art technology development.

- 7. 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 enterprise banking products based on the needs of bank customers. It entails a bank's initiatives to appeal to the interests of enterprise customers in favour of its products and services through different kinds of marketing and communication activities. It covers product market research and feasibility study, product design and architecture, employing innovative technologies such as artificial intelligence, financial technology and digital banking vehicles to develop new banking services, product pricing and cost planning, product profitability forecasting and product development management. The act of developing and managing digital products and services, employing innovative technology to identify business requirements of the product development process design, defining product due diligence process to meet compliance requirements, evaluating existing digital banking functions and developing improvement measures, managing the design and analysis of new products acceptance tests, deciding appropriate channels for product delivery, etc. are also including in this functional area. In addition, this functional area also involves the application of knowledge in customer behaviour and marketing principles to implement marketing strategy, monitor marketing communication, develop marketing positioning for different customer segments, initiate advertising and promotion activities via ordinary media / social media and other innovative means.
- 8. 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 endeavour 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

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

developing and installing the quality assurance procedures for corporate / commercial banking. It also refers to process re-engineering initiatives which are aimed at reducing wastage and enhancing quality, productivity or efficiency.

9. Sales & Relationship Management: With a customer-centric aspiration, this functional area represents the deeds of introducing, demonstrating, recommending, promoting and cross-selling all corporate / commercial banking and other related services and products to meet enterprise customer needs. It also refers to the systems and processes to help enterprise customers actively or meet their 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 facility structure and account plans in meeting customers' expectations or requirements. Long term relationship management; day to day customer account management and monitoring; and problem account nurturing and restructuring during financial downturn are also fall into this functional area. The activities of analysing business intelligence to identify opportunities and threats, formulating strategic plans for the development of customer relationship management systems, performing sales forecasting, conducting research on existing and potential new clients, coordinating sales and promotional activities of different sales and services channels, providing advisory services to clients on different stages of their life journey, designing and implementing clients' profile and sales record analytics, managing sale teams, performing client due diligence and compliance control functions, identifying training needs and offering sales related training, etc. are included in this functional area.

10. General Management: This functional area refers to the initiatives to keep up with the local and global economic, social and technological development, especially the movements in China and the employment and management of financial technologies 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 enterprise banking or translate bank-wide strategies into appropriate tactics for the enterprise banking business. It also entails the integrated effort of other supporting functions such as human resources management, financial management and control, bank resources management, corporate social responsibility fulfilment and financial technology management, etc. in

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

making sound strategic responses that helps execute the business plan to deliver the long-term development initiatives of the bank.

11. Other 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 work functions at a quality standard. This functional area includes qualities found to be threshold competencies in some key job roles of the banking industry in addition to the functional competencies that are unique to a particular task. They are not simply knowledge, skills and behaviours critical to effective job performance, but more on the qualitative aspects of banking employees' attributes and personal characteristics of traits contributing to the banking industry's common values and continuous success. It is believed that how one manages himself / herself (self-management) impacts on one's personal effectiveness". For this reason, a key function named after "Personal Effectiveness" is included in this functional area. It is about the ability to regulate one's emotions, thoughts and behaviours effectively in different situations. This includes general personal effectiveness elements such as change management and resilience, crisis management, multi-cultural diversity management, professional ethics, analytical power, continuous learning, and multi-language capability, etc. Apart from Personal Effectiveness, this Functional Area also entails other key functions such as people and talent management, resources management, project and programme management and business goal management, etc.

Functional Areas on Other Corporate and Commercial Banking Services for Large Corporations

Considering the more complex financial products and services demanded from the banks by some large corporations, there is an overlap between corporate banking with capital market and treasury services in many cases. Banks associated with capital markets help companies raise money by issuing equities or debt whereas commercial banking has the bankers who typically help customers raise capital through loans. For that reason, corporate bankers need to have the knowledge in complex financing methods like securitization and syndicated loans arrangement. In some occasions more complex products and services such as Initial

Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

Public Offer (IPO), bond issuance, supply chain financing, infrastructure financing, etc. can also be rendered to these customers with the support of treasury, capital market and/or investment banking product specialists. The following three functional areas display the key activities:

1a. Other Services on Enterprise Banking Service Delivery (for Large Corporations): In

addition to the general commercial banking facilities, this functional area specifically refers to the provision of financial services to the relatively more complex corporate customers in order to satisfy their more sophisticated financial needs through capital market transactions and treasury service. It is defined as the activities commonly rendered by the sales support team which involves in the handling of different types of complex transactions for customers by conforming to the guidelines of the bank with sound product knowledge across spectrums. It includes corporate financial planning, structured financing advisory services, bilateral and syndicated loans, project financing, property development financing, property investment loans, securitization of assets, infrastructure financing, bond issuance, working capital financing, investment services and treasury products

2a. Other Services on Enterprise Banking Operations and Support (for Large Corporations):

It refers to the provision of back-office operational services and fulfilment for corporate banking business units in order to support them to deliver quality financial service to customers. It entails credit analysis & approval, credit control & administration, deal processing & settlements, investment services processing, fund administration and portfolio management, structured financing advisory, deal processing, research.....etc.

3a. Other Services on Enterprise Banking Credit Management (for Large Corporations): This

functional area covers corporate banking credit strategy formulation, credit policy establishment and execution, credit initiation, appraisal, evaluation, analysis approval and review, credit process management and credit risk control management of corporate banking for the more sophisticated clients and products. This functional area refers to the tailored credit management services dedicated to large-cap corporations, financial institutions, governments & large multi-nationals. The acts of gathering, preparing and analysing all types of credit data of these large corporate clients for

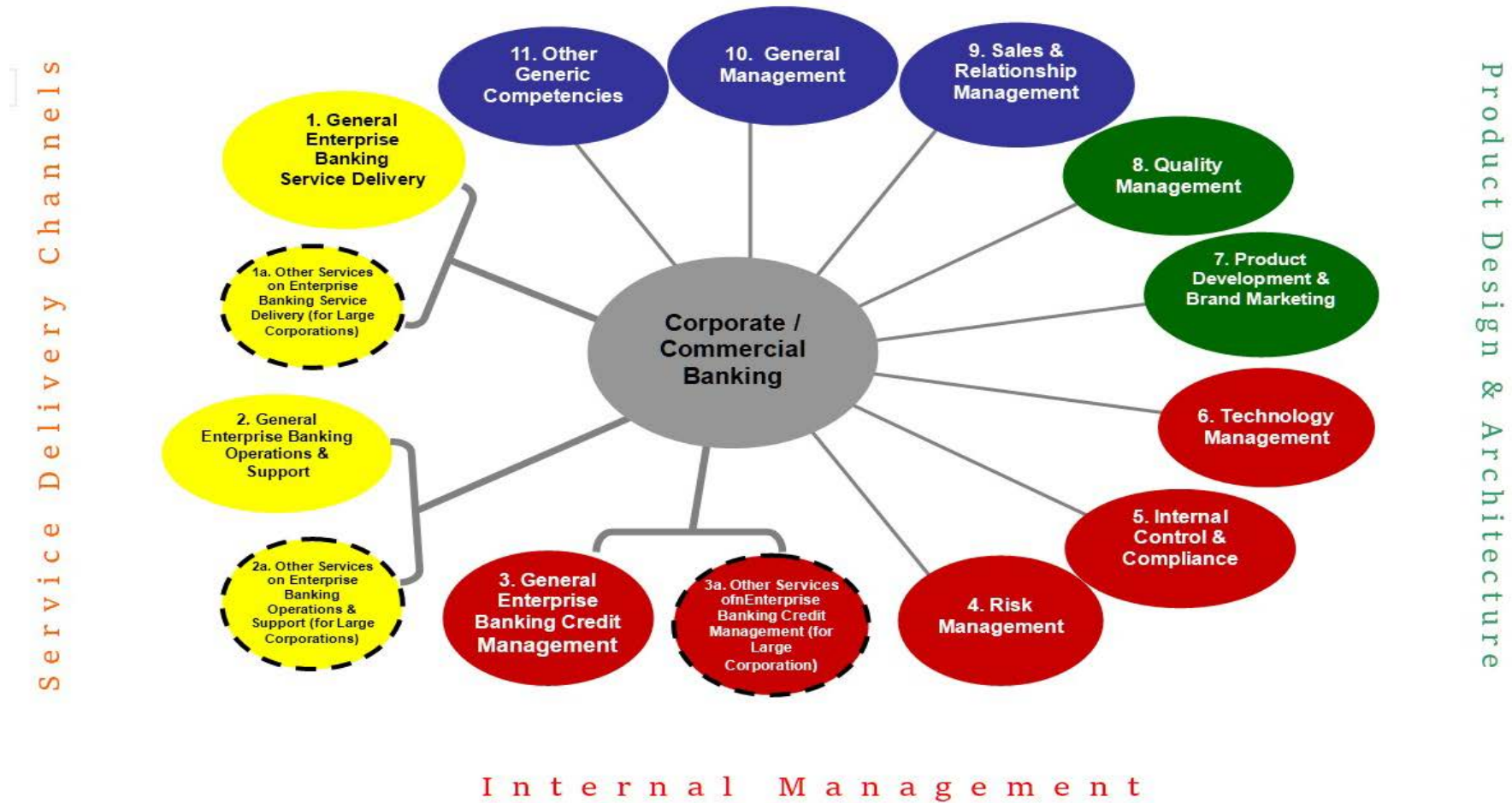
Functional Areas of Corporate and Commercial Banking Sector in Hong Kong

approval, renewal and extension to ensure their credit exposure is in adherence to the bank's credit guidelines are also included in this functional area. It encompasses the functions involved in administering corporate banking credit-granting process, managing corporate loan portfolio, processing large enterprise customer credit application and determining the degree of risk involve complex and long-term structures such as asset financing and leasing, project financing, commercial real estate, debt financing, leveraged finance, structured investment and construction management.....etc.

Functional Areas of Corporate and Commercial Banking in Hong Kong

Functional Map of Corporate and Commercial Banking Sector

Business Acquisition & Customer Relationship Management



Specification of Competency Standards for Corporate / Commercial Banking

1. Competency Matrix of General Enterprise Banking Service Delivery							
Sub Functional Areas	1.1 Service Delivery Strategies and Management	1.2 Delivery of Cash Management Services	1.3 Delivery of General Loan Products and Credit Related Services	1.4 Delivery of Investment and Insurance Services	1.5 Delivery of Trade Finance Related Services	1.6 Delivery of Foreign Exchange and Money Market Related Services	1.7 Delivery of Account Services
QF Level							
7							
6	Formulate service delivery strategies for enterprise banking 109156L6 4 Credits P. 4-1						
5	Develop service delivery policies, procedures and guidelines for respective products and channels 109157L5 4 Credits P. 4-3	Provide consultative advice and solutions on delivery of cash management services 109161L5 4 Credits P. 4-8	Provide consultative advice and solutions on delivery of general loan products and credit related services 109169L5 4 Credits P. 4-16	Provide consultative advice and solutions on delivery of investment and insurance services 109172L5 4 Credits P. 4-19	Provide consultative advice and solutions on delivery of trade finance related services 109176L5 4 Credits P. 4-23	Provide consultative advice and solutions on delivery of foreign exchange and money market related services 109184L5 4 Credits P. 4-31	Provide consultative advice and solutions on delivery of account services 109186L5 4 Credits P. 4-33
	Manage and monitor the service delivery performance for respective products and channels 109158L5 4 Credits P. 4-5		Consolidate summary of credit applications 109170L5 4 Credits P. 4-17	Develop service protocol of wealth management products offered by external vendors 109173L5 4 Credits P. 4-20	Provide factoring services to meet the clients' needs 109177L5 4 Credits P. 4-24		

Specification of Competency Standards for Corporate / Commercial Banking

1. Competency Matrix of General Enterprise Banking Service Delivery							
Sub Functional Areas	1.1 Service Delivery Strategies and Management	1.2 Delivery of Cash Management Services	1.3 Delivery of General Loan Products and Credit Related Services	1.4 Delivery of Investment and Insurance Services	1.5 Delivery of Trade Finance Related Services	1.6 Delivery of Foreign Exchange and Money Market Related Services	1.7 Delivery of Account Services
QF Level							
5	Review the service delivery performance for respective products and channels and make recommendations for improvement 109159L5 4 Credits P. 4-6						
4	Manage and monitor the daily service delivery of business centers 109160L4 3 Credits P. 4-7	Provide liquidity management services 109162L4 3 Credits P. 4-9		Provide investment and insurance related services 109174L4 3 Credits P. 4-21	Provide import documentary credit (DC) services 109178L4 3 Credits P. 4-25		Promote enterprise banking products and services in business centers 109187L4 3 Credits P. 4-34
					Provide export documentary credit (DC) services 109179L4 3 Credits P. 4-26		

Specification of Competency Standards for Corporate / Commercial Banking

1. Competency Matrix of General Enterprise Banking Service Delivery							
Sub Functional Areas QF Level	1.1 Service Delivery Strategies and Management	1.2 Delivery of Cash Management Services	1.3 Delivery of General Loan Products and Credit Related Services	1.4 Delivery of Investment and Insurance Services	1.5 Delivery of Trade Finance Related Services	1.6 Delivery of Foreign Exchange and Money Market Related Services	1.7 Delivery of Account Services
4					Provide import documentary collection services 109180L4 3 Credits P. 4-27		
					Provide export documentary collection services 109181L4 3 Credits P. 4-28		
					Process application of shipping guarantee (Import) 109182L4 3 Credits P. 4-29		
					Provide trade protection / marine cargo insurance services 109183L4 3 Credits P. 4-30		

Specification of Competency Standards for Corporate / Commercial Banking

1. Competency Matrix of General Enterprise Banking Service Delivery							
Sub Functional Areas	1.1 Service Delivery Strategies and Management	1.2 Delivery of Cash Management Services	1.3 Delivery of General Loan Products and Credit Related Services	1.4 Delivery of Investment and Insurance Services	1.5 Delivery of Trade Finance Related Services	1.6 Delivery of Foreign Exchange and Money Market Related Services	1.7 Delivery of Account Services
QF Level							
3		Provide payment services 109163L3 3 Credits P. 4-10	Process operational procedures of the applications of general loan products and credit related services 109171L3 3 Credits P. 4-18	Process applications of investment and insurance services 109175L3 3 Credits P. 4-22		Provide currency trading services 109185L3 3 Credits P. 4-32	Open, maintain and terminate different accounts 109188L3 3 Credits P. 4-35
		Provide services on account receivable management 109164L3 3 Credits P. 4-11					Provide account services over the counter in business centers 109189L3 3 Credits P. 4-36
		Provide collection and delivery services of banking items 109165L3 3 Credits P. 4-12					
		Report on the balance and transaction details 109166L3 4 Credits P. 4-13					

Specification of Competency Standards for Corporate / Commercial Banking

1. Competency Matrix of General Enterprise Banking Service Delivery							
Sub Functional Areas	1.1 Service Delivery Strategies and Management	1.2 Delivery of Cash Management Services	1.3 Delivery of General Loan Products and Credit Related Services	1.4 Delivery of Investment and Insurance Services	1.5 Delivery of Trade Finance Related Services	1.6 Delivery of Foreign Exchange and Money Market Related Services	1.7 Delivery of Account Services
QF Level							
3		Provide services related to interbank account transactions 109167L3 3 Credits P. 4-14					
		Handle application of corporate credit card 109168L3 3 Credits P. 4-15					
2							
1							

Specification of Competency Standards for Corporate / Commercial Banking

1a. Competency Matrix of Other Services on Enterprise Banking Service Delivery (for Large Corporations)			
Sub Functional Areas	1a.1 Institutional Banking Services	1a.2 Delivery of Corporate Loan Products and Credit Related Services	1a.3 Delivery of Investment Services to Large Corporate Clients
QF Level			

7			
6	Design structured deposit account services to meet the specific needs of institutional clients 109190L6 4 Credits P. 4-37	Provide strategic financial advice on capital structure and financial solutions 109194L6 4 Credits P. 4-41	Provide recommendations on delivery of structured related investment services for large corporate clients 109196L6 4 Credits P. 4-43
	Formulate customized financial risk management services to institutional clients 109191L6 4 Credits P. 4-38	Provide professional advice on the structure of large scale project financing and financial modelling 109195L6 4 Credits P. 4-42	
	Structure customized cash management services for institutional clients 109192L6 4 Credits P. 4-39		

Specification of Competency Standards for Corporate / Commercial Banking

1a. Competency Matrix of Other Services on Enterprise Banking Service Delivery (for Large Corporations)			
Sub Functional Areas	1a.1 Institutional Banking Services	1a.2 Delivery of Corporate Loan Products and Credit Related Services	1a.3 Delivery of Investment Services to Large Corporate Clients
QF Level			
5	Manage third –party depository transactions for securities and futures trading companies 109193L5 4 Credits P. 4-40		Provide recommendations on investment opportunities in global assets for large corporate clients 109197L5 4 Credits P. 4-44
4			
3			
2			
1			

Specification of Competency Standards for Corporate / Commercial Banking

2. Competency Matrix of General Enterprise Banking Operations and Support							
Sub Functional Areas	2.1 Operations and Support Strategies and Management	2.2 Operations and Support in Business Centers	2.3 Cash Management and Account Transactions Processing	2.4 General Loan Products and Credit Related Transactions Processing	2.5 Investment and Insurance Transactions Processing	2.6 Trade Finance Transactions Processing	2.7 Foreign Exchange and Money Market Related Transactions Processing
QF Competency							
7							
6	<p>Formulate operations and support strategies for enterprise banking</p> <p>109198L6 4 Credits P. 4-45</p>	<p>Develop operations and support policies, procedures and model for business centers</p> <p>109202L6 4 Credits P. 4-50</p>					
5	<p>Develop operations and support policies, procedures and guidelines for respective products and channels</p> <p>109199L5 4 Credits P. 4-46</p>	<p>Plan and implement operations and support actions for business centers</p> <p>109203L5 4 Credits P. 4-51</p>				<p>Make decision on approval or rejection on trade finance application</p> <p>109222L5 4 Credits P. 4-70</p>	
	<p>Manage and monitor operations and support performance for respective products and channels</p> <p>109200L5 4 Credits P. 4-47</p>	<p>Manage the operational risks of business centers</p> <p>109204L5 4 Credits P. 4-52</p>					

Specification of Competency Standards for Corporate / Commercial Banking

2. Competency Matrix of General Enterprise Banking Operations and Support							
Sub Functional Areas	2.1 Operations and Support Strategies and Management	2.2 Operations and Support in Business Centers	2.3 Cash Management and Account Transactions Processing	2.4 General Loan Products and Credit Related Transactions Processing	2.5 Investment and Insurance Transactions Processing	2.6 Trade Finance Transactions Processing	2.7 Foreign Exchange and Money Market Related Transactions Processing
QF Competency							
5	Review performance and effectiveness of operations and support for respective products and channels 109201L5 4 Credits P. 4-49						
4			Perform checking on cash management and account transactions 109205L4 3 Credits P. 4-53	Conduct property valuation for loan application 109211L4 3 Credits P. 4-59	Monitor clients' investment and insurance transactions 109217L4 3 Credits P. 4-65	Perform checking on client account under import documentary credit (DC) 109223L4 3 Credits P. 4-71	Perform checking on foreign exchange and money market related transactions 109232L4 3 Credits P. 4-80
				Collect and consolidate information for credit assessment 109212L4 3 Credits P. 4-60	Develop insurance plan for enterprise banking clients 109218L4 3 Credits P. 4-66	Perform checking on client account under export documentary credit (DC) 109224L4 3 Credits P. 4-72	
						Process open account trade services to clients 109225L4 3 Credits P. 4-73	

Specification of Competency Standards for Corporate / Commercial Banking

2. Competency Matrix of General Enterprise Banking Operations and Support							
Sub Functional Areas	2.1 Operations and Support Strategies and Management	2.2 Operations and Support in Business Centers	2.3 Cash Management and Account Transactions Processing	2.4 General Loan Products and Credit Related Transactions Processing	2.5 Investment and Insurance Transactions Processing	2.6 Trade Finance Transactions Processing	2.7 Foreign Exchange and Money Market Related Transactions Processing
QF Competency	3		Process deposit and withdrawal transactions 109206L3 3 Credits P. 4-54	Process credit applications follow up actions 109213L3 3 Credits P. 4-61	Process investment and insurance application follow up actions 109219L3 3 Credits P. 4-67	Process trade finance transactions for importers 109226L3 3 Credits P. 4-74	Process foreign exchange and money market related transactions 109233L3 3 Credits P. 4-81
			Process remittance transactions 109207L3 3 Credits P. 4-55	Arrange for disbursement of loans 109214L3 3 Credits P. 4-62	Process insurance claims 109220L3 3 Credits P. 4-68	Process trade finance transactions for exporters 109227L3 3 Credits P. 4-75	Maintain foreign exchange and money market related transactions records 109234L3 3 Credits P. 4-82
			Process payment transactions 109208L3 3 Credits P. 4-56	Handle loan documentation processing 109215L3 3 Credits P. 4-63	Maintain investment and insurance transactions records 109221L3 3 Credits P. 4-69	Process factoring services transactions 109228L3 3 Credits P. 4-76	
			Process receivable collection transactions 109209L3 3 Credits P. 4-57	Maintain loan account transaction records 109216L3 3 Credits P. 4-64		Process import documentary credit (DC) transactions 109229L3 3 Credits P. 4-77	

Specification of Competency Standards for Corporate / Commercial Banking

2. Competency Matrix of General Enterprise Banking Operations and Support							
Sub Functional Areas	2.1 Operations and Support Strategies and Management	2.2 Operations and Support in Business Centers	2.3 Cash Management and Account Transactions Processing	2.4 General Loan Products and Credit Related Transactions Processing	2.5 Investment and Insurance Transactions Processing	2.6 Trade Finance Transactions Processing	2.7 Foreign Exchange and Money Market Related Transactions Processing
QF Competency							
3			Maintain cash management and account transactions records 109210L3 3 Credits P. 4-58			Process export documentary credit (DC) transactions 109230L3 3 Credits P. 4-78	
						Maintain trade finance related transactions records 109231L3 3 Credits P. 4-79	
2							
1							

Specification of Competency Standards for Corporate / Commercial Banking

2a. Competency Matrix of Other Services on Enterprise Banking Operations and Support (for Large Corporations)			
Sub Functional Areas	2a.1 Operational Planning for Institutional Banking	2a.2 Syndicated Loan and Other Structured Products Processing	2a.3 Investment Services Processing for Large Corporations
QF Level			

7			
6	<p>Formulate service policies on institutional banking services</p> <p>109235L6 4 Credits P. 4-83</p>	<p>Formulate policies on processing syndicated lending application</p> <p>109238L6 4 Credits P. 4-86</p>	<p>Develop research reports on global assets investment</p> <p>109243L6 4 Credits P. 4-91</p>
5	<p>Design and review operation procedures for institutional banking products and services</p> <p>109236L5 4 Credits P. 4-84</p>	<p>Perform the duties of an arranger for syndicated loan</p> <p>109239L5 4 Credits P. 4-87</p>	
		<p>Manage legal documentation and compliance for syndicated lending and other structured products</p> <p>109240L5 4 Credits P. 4-88</p>	

Specification of Competency Standards for Corporate / Commercial Banking

2a. Competency Matrix of Other Services on Enterprise Banking Operations and Support (for Large Corporations)			
Sub Functional Areas	2a.1 Operational Planning for Institutional Banking	2a.2 Syndicated Loan and Other Structured Products Processing	2a.3 Investment Services Processing for Large Corporations
QF Level			

4	Provide operations support to institutional clients 109237L4 3 Credits P. 4-85	Arrange loan facility for complex products 109241L4 3 Credits P. 4-89	Process transactions related to global assets investment 109244L4 3 Credits P. 4-92
			Process transactions related to structured products 109245L4 3 Credits P. 4-93
			Maintain custody of assets on behalf of large corporations 109246L4 3 Credits P. 4-94
3		Maintain syndicated loan and other structured products transactions records 109242L3 3 Credits P. 4-90	Maintain investment services related to transactions records 109247L3 3 Credits P. 4-95
2			
1			

Specification of Competency Standards for Corporate / Commercial Banking

3. Competency Matrix of General Enterprise Banking Credit Management					
Sub Functional Areas	3.1 Credit Strategies, Policies and Procedures Development	3.2 Credit Acquisition	3.3 Portfolio Management	3.4 Monitoring Non-Performing Loan Performance	3.5 Credit Systems and Maintenance
QF Level					
7					
6	Formulate the overall credit risk management policies, procedures and methodologies 109248L6 4 Credits P. 4-96		Allocate credit assets of the bank in accordance to the formulated credit risk management policies and risk appetite of the bank 109262L6 4 Credits P. 4-113	Formulate policies and procedures in managing problem loans 109272L6 4 Credits P. 4-124	Analyse the performance of credit system and define the overall strategies for the bank 109280L6 4 Credits P. 4-132
	Determine criteria in loan approval 109249L6 4 Credits P. 4-98		Review performance of loan portfolio for enterprise banking 109263L6 4 Credits P. 4-114		Develop and enhance credit related functions in management information system (MIS) 109281L6 4 Credits P. 4-133
			Formulate a framework to monitor credit risk by using analytic models / other tools for enterprise banking 109264L6 4 Credits P. 4-115		

Specification of Competency Standards for Corporate / Commercial Banking

3. Competency Matrix of General Enterprise Banking Credit Management					
Sub Functional Areas	3.1 Credit Strategies, Policies and Procedures Development	3.2 Credit Acquisition	3.3 Portfolio Management	3.4 Monitoring Non-Performing Loan Performance	3.5 Credit Systems and Maintenance
QF Level					
6			Assess performance and effectiveness of loan products for enterprise banking 109265L6 4 Credits P. 4-117		
5	Analyse the economic environment and the implications on credit management 109250L5 4 Credits P. 4-99	Determine approval or rejection on credit applications 109255L5 4 Credits P. 4-104	Develop risk mitigation strategies for the credit portfolio 109266L5 4 Credits P. 4-118	Conduct post approval credit monitoring and review on problem loans 109273L5 4 Credits P. 4-125	Identify gaps in existing credit management systems and make recommendations for improvement 109282L5 4 Credits P. 4-134
	Develop procedures in credit approval 109251L5 4 Credits P. 4-100	Review risk assessment on credit application 109256L5 4 Credits P. 4-105	Conduct stress testing and analyse the results 109267L5 4 Credits P. 4-119	Implement legal actions on unpaid debt clients 109274L5 4 Credits P. 4-126	

Specification of Competency Standards for Corporate / Commercial Banking

3. Competency Matrix of General Enterprise Banking Credit Management					
Sub Functional Areas	3.1 Credit Strategies, Policies and Procedures Development	3.2 Credit Acquisition	3.3 Portfolio Management	3.4 Monitoring Non-Performing Loan Performance	3.5 Credit Systems and Maintenance
QF Level					
5	Develop internal rating system for the bank 109252L5 4 Credits P. 4-101	Structure the credit facility 109257L5 4 Credits P. 4-107	Manage and control the risks of the credit assets for enterprise banking 109268L5 4 Credits P. 4-120	Develop procedures and guidelines for the recovery of problem loans 109275L5 4 Credits P. 4-127	
	Establish or revise credit policies, procedures and guidelines to respond to the changes in regulatory requirement and market environment 109253L5 4 Credits P. 4-102	Evaluate the performance of credit acquisition and make suggestions 109258L5 4 Credits P. 4-108	Evaluate market value and marketability of collateral and identify the risks associated with the loan 109269L5 4 Credits P. 4-121		
		Provide consultancy service to clients on credit risks 109259L5 4 Credits P. 4-109	Conduct on-going monitoring of borrowing accounts 109270L5 4 Credits P. 4-122		

Specification of Competency Standards for Corporate / Commercial Banking

3. Competency Matrix of General Enterprise Banking Credit Management					
Sub Functional Areas	3.1 Credit Strategies, Policies and Procedures Development	3.2 Credit Acquisition	3.3 Portfolio Management	3.4 Monitoring Non-Performing Loan Performance	3.5 Credit Systems and Maintenance
QF Level					
5		Assess credit and financial strength of borrowers and prepare credit proposal 109260L5 4 Credits P. 4-110			
4	Enforce implementation of credit policy 109254L4 3 Credits P. 4-103	Conduct risk assessment for unsecured and/or secured lending using scorecard approach and proceed with approval 109261L4 3 Credits P. 4-112	Monitor the risk level of the loan portfolio to identify early risk signals 109271L4 3 Credits P. 4-123	Conduct loan workout with clients 109276L4 3 Credits P. 4-128	Monitor credit related data 109283L4 3 Credits P. 4-135
				Monitor progress of debt collections 109277L4 3 Credits P. 4-129	Provide training / learning activities to disseminate knowledge related to credit management 109284L4 3 Credits P. 4-136

Specification of Competency Standards for Corporate / Commercial Banking

3. Competency Matrix of General Enterprise Banking Credit Management					
Sub Functional Areas	3.1 Credit Strategies, Policies and Procedures Development	3.2 Credit Acquisition	3.3 Portfolio Management	3.4 Monitoring Non-Performing Loan Performance	3.5 Credit Systems and Maintenance
QF Level					
				Collect bad and doubtful debts 109278L4 3 Credits P. 4-130	
3				Collect payment from debtors 109279L3 3 Credits P. 4-131	Record and report credit related data 109285L3 3 Credits P. 4-137
2					
1					

Specification of Competency Standards for Corporate / Commercial Banking

3a. Competency Matrix of Other Services on Enterprise Banking Credit Management (For Large Corporations)		
Sub Functional Areas	3a.1 Large Corporate Credit Acquisition	3a.2 Large Corporate Credit Facilities
QF Level		

7		
6	Approve credit application on credit based solutions to large corporations 109286L6 4 Credits P. 4-138	Act as an initiator or a major participating bank to structure syndicated loan for corporate clients 109289L6 4 Credits P. 4-141
	Assess credit application on credit based solutions to large corporations 109287L6 4 Credits P. 4-139	
	Structure loan hedging arrangement and relevant products 109288L6 4 Credits P. 4-140	

Specification of Competency Standards for Corporate / Commercial Banking

3a. Competency Matrix of Other Services on Enterprise Banking Credit Management (For Large Corporations)		
Sub Functional Areas	3a.1 Large Corporate Credit Acquisition	3a.2 Large Corporate Credit Facilities
QF Level		

5		Structure special assets / equipment leasing and financing services to corporate clients 109290L5 4 Credits P. 4-142
		Structure credit facilities for real estate development loan / construction finance 109291L5 4 Credits P. 4-143
		Structure credit facilities for large scale project finance programmes 109292L5 4 Credits P. 4-144

Specification of Competency Standards for Corporate / Commercial Banking

3a. Competency Matrix of Other Services on Enterprise Banking Credit Management (For Large Corporations)		
Sub Functional Areas	3a.1 Large Corporate Credit Acquisition	3a.2 Large Corporate Credit Facilities
QF Level		

		Structure credit facilities for large scale operating assets financing programmes 109293L5 4 Credits P. 4-145
4		
3		
2		
1		

Specification of Competency Standards for Corporate / Commercial Banking

4. Competency Matrix of Risk Management				
Sub Functional Areas	4.1 Risk Identification and Assessment	4.2 Risk Monitoring and Reporting	4.3 Risk Control and Mitigation	4.4 Business Continuity Planning
QF Level				
7	Construct measurement models / framework on banking risks 109294L7 5 Credits P. 4-146			
6	Identify and quantify potential risks 109295L6 4 Credits P. 4-147	Develop risk monitoring and reporting strategies and policies for the bank 109299L6 4 Credits P. 4-151	Set risk appetite for the bank 109304L6 4 Credits P. 4-156	Formulate business continuity planning policies and procedures 109311L6 4 Credits P. 4-163
	Conduct qualitative analysis to assess risks 109296L6 4 Credits P. 4-148		Establish overall risk management and mitigation strategies and policies 109305L6 4 Credits P. 4-157	

Specification of Competency Standards for Corporate / Commercial Banking

4. Competency Matrix of Risk Management				
Sub Functional Areas	4.1 Risk Identification and Assessment	4.2 Risk Monitoring and Reporting	4.3 Risk Control and Mitigation	4.4 Business Continuity Planning
QF Level				
6			Develop risk governance structure of the bank 109306L6 4 Credits P. 4-158	
5	Construct risk profile for prioritizing different risks 109297L5 4 Credits P. 4-149	Monitor risk level and analyse the results 109300L5 4 Credits P. 4-152	Develop risk control measures 109307L5 4 Credits P. 4-159	Analyse business impact on different kinds of disasters, crisis or material risks 109312L5 4 Credits P. 4-164
		Investigate causes of risk breakout 109301L5 4 Credits P. 4-153	Evaluate the effectiveness of risk management framework, policies and control measures 109308L5 4 Credits P. 4-160	Develop business continuity plan and recovery strategy 109313L5 4 Credits P. 4-165

Specification of Competency Standards for Corporate / Commercial Banking

4. Competency Matrix of Risk Management				
Sub Functional Areas	4.1 Risk Identification and Assessment	4.2 Risk Monitoring and Reporting	4.3 Risk Control and Mitigation	4.4 Business Continuity Planning
QF Level				
5		Conduct risk monitoring internal procedure review 109302L5 4 Credits P. 4-154	Develop implementation plan on risk control management 109309L5 4 Credits P. 4-161	Evaluate effectiveness of business continuity plan 109314L5 4 Credits P. 4-166
				Develop and implement the plan for BCP drills 109315L5 4 Credits P. 4-167
4		Report on the results of risk tracking 109303L4 3 Credits P. 4-155	Implement risk control management plan 109310L4 3 Credits P. 4-162	Monitor and implement business continuity plan 109316L4 3 Credits P. 4-168
3	Record information and generate report related to risk management 109298L3 3 Credits P. 4-150			
2				
1				

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas QF Level	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
7						
6	Conduct research on regulatory development and implications on bank 109317L6 4 Credits P. 4-169	Establish internal control procedures and measures to track compliance fulfilment 109331L6 4 Credits P. 4-184	Formulate internal audit framework 109336L6 4 Credits P. 4-190	Formulate legal framework and policies on handling suspicious/ illegal activities of the bank 109342L6 4 Credits P. 4-196	Develop anti-money laundering, counter-financing of terrorism and sanctions related framework, programme and policies of the bank 109347L6 4 Credits P. 4-201	Develop policies in combating internal and external fraud 109352L6 4 Credits P. 4-208
	Formulate overall compliance strategies, procedures and ethical standards for the bank 109318L6 4 Credits P. 4-170	Evaluate effectiveness of the bank's internal control 109332L6 4 Credits P. 4-186				

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
QF Level						
5	<p>Develop internal policies, guidelines and standards for different operations to comply with regulatory requirements</p> <p>109319L5 4 Credits P. 4-171</p>	<p>Manage and monitor the internal control procedures to identify incidents of non-compliance</p> <p>109333L5 4 Credits P. 4-187</p>	<p>Design audit programmes</p> <p>109337L5 4 Credits P. 4-191</p>	<p>Provide legal advice and related support services</p> <p>109343L5 4 Credits P. 4-197</p>	<p>Assess and monitor controls to manage risks on anti-money laundering / counter-financing of terrorism activities/ sanctions</p> <p>109348L5 4 Credits P. 4-203</p>	<p>Conduct investigation on cases related to internal and external fraud</p> <p>109353L5 4 Credits P. 4-209</p>
	<p>Develop compliance programmes to accommodate legal and regulatory requirements</p> <p>109320L5 4 Credits P. 4-173</p>	<p>Manage incidents of non-compliance and mitigate the impacts</p> <p>109334L5 4 Credits P. 4-188</p>	<p>Formulate audit implementation programmes</p> <p>109338L5 4 Credits P. 4-192</p>	<p>Provide legal support for investigation of suspicious and illegal activities</p> <p>109344L5 4 Credits P. 4-198</p>	<p>Provide training and support to staff to ensure compliance of anti-money laundering / counter-financing of terrorism regulations/ sanctions</p> <p>109349L5 4 Credits P. 4-205</p>	

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
QF Level						
5	Assess compliance risk of different operations 109321L5 4 Credits P. 4-174		Conduct audit programme tracking and monitoring 109339L5 107417L5 4 Credits P. 4-193	Provide information, advice on new or revised legal and statutory requirements 109345L5 4 Credits P. 4-199		
	Review and evaluate compliance programmes of the bank 109322L5 4 Credits P. 4-175		Evaluate effectiveness of audit programmes 109340L5 4 Credits P. 4-194			
	Build and manage effective relationship with regulatory or other relevant bodies 109323L5 4 Credits P. 4-176					

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
QF Level						
5	Liaise with regulators and handle regulatory examinations 109324L5 4 Credits P. 4-177					
	Conduct investigation on suspicious/illegal activities and incidents of breaches 109325L5 4 Credits P. 4-178					
	Manage training and education on compliance 109326L5 4 Credits P. 4-179					

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
QF Level						
4	Provide response to consultation of regulatory or other relevant bodies 109327L4 3 Credits P. 4-180	Monitor subordinates' behaviours to comply with regulatory requirements 109335L4 3 Credits P. 4-189	Conduct audit reporting 109341L4 3 Credits P. 4-195	Present information to courts and other hearings 109346L4 3 Credits P. 4-200	Handle request from law enforcement agencies related to anti-money laundering / counter-financing of terrorism/ sanctions 109350L4 3 Credits P. 4-206	Identify potential internal and external fraud risk 109354L4 3 Credits P. 4-210
	Report non-compliance to law enforcement agencies 109328L4 3 Credits P. 4-181				Report suspicious cases on money laundering/ terrorist financing/ sanctions 109351L4 3 Credits P. 4-207	Cooperate with regulatory bodies in addressing enquiries relating to financial crime 109355L4 3 Credits P. 4-211
3	Comply with the bank's compliance standard during job execution 109329L3 3 Credits P. 4-182					Report suspected financial crimes to relevant parties in the bank 109356L3 3 Credits P. 4-212

Specification of Competency Standards for Corporate / Commercial Banking

5. Competency Matrix of Internal Control and Compliance						
Sub Functional Areas	5.1 Compliance Management	5.2 Internal Control	5.3 Audit	5.4 Legal Advice	5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions	5.6 Counter Financial Crimes
QF Level						
3	Safeguard customer information to ensure security 109330L3 3 Credits P. 4-183					
2						
1						

Specification of Competency Standards for Corporate / Commercial Banking

6. Competency Matrix of Technology Management					
Sub Functional Areas QF Level	6.1 Technology Infrastructure	6.2 IT System Security/ Cybersecurity	6.3 Applications Design, Development and Maintenance	6.4 IT Operations and Support	6.5 Enterprise Intelligence
7					
6	Formulate policies on IT governance 109357L6 4 Credits P. 4-213	Formulate IT and cybersecurity policies, roadmaps and strategies 109366L6 4 Credits P. 4-222	Formulate IT application policy 109376L6 4 Credits P. 4-233	Formulate policies in IT operations and support services 109385L6 4 Credits P. 4-245	Formulate policies on database management 109395L6 4 Credits P. 4-255
	Formulate the overall IT architecture and infrastructure design of the bank 109358L6 4 Credits P. 4-214				
	Evaluate future trend to plan for technological improvement 109359L6 4 Credits P. 4-215				

Specification of Competency Standards for Corporate / Commercial Banking

6. Competency Matrix of Technology Management					
Sub Functional Areas QF Level	6.1 Technology Infrastructure	6.2 IT System Security/ Cybersecurity	6.3 Applications Design, Development and Maintenance	6.4 IT Operations and Support	6.5 Enterprise Intelligence
5	Assess effectiveness of current technology infrastructure 109360L5 4 Credits P. 4-216	Develop procedures, guidelines and programmes for IT system security/ cybersecurity 109367L5 4 Credits P. 4-223	Identify and analyse technology needs of the bank 109377L5 4 Credits P. 4-234	Manage daily operations of IT systems 109386L5 4 Credits P. 4-246	Design database system for managing enterprise intelligence 109396L5 4 Credits P. 4-256
	Develop operations procedures for different IT hardware / software 109361L5 4 Credits P. 4-217	Conduct security risk assessment and audit of different IT systems and suggest mitigation strategies 109368L5 4 Credits P. 4-224	Perform system development and engineering 109378L5 4 Credits P. 4-235	Design and implement disaster recovery plan 109387L5 4 Credits P. 4-247	Plan for data collection and data management to build enterprise intelligence systems 109397L5 4 Credits P. 4-257
	Manage IT assets of the bank 109362L5 4 Credits P. 4-218	Assess and manage security risks and trends in digital and mobile environment 109369L5 4 Credits P. 4-225	Employ technological tools and solutions from technology service providers for system and financial technology development 109379L5 4 Credits P. 4-237	Monitor the service level of IT and financial technology systems 109388L5 4 Credits P. 4-248	Develop data analysis programmes in enterprise intelligence systems 109398L5 4 Credits P. 4-258

Specification of Competency Standards for Corporate / Commercial Banking

6. Competency Matrix of Technology Management					
Sub Functional Areas QF Level	6.1 Technology Infrastructure	6.2 IT System Security/ Cybersecurity	6.3 Applications Design, Development and Maintenance	6.4 IT Operations and Support	6.5 Enterprise Intelligence
5	<p>Manage and maintain network and communication systems of the bank</p> <p>109363L5 4 Credits P. 4-219</p>	<p>Design and implement cybersecurity awareness education and employee training</p> <p>109370L5 4 Credits P. 4-226</p>	<p>Oversee implementation of new IT systems</p> <p>109380L5 4 Credits P. 4-239</p>	<p>Monitor the performance and utilization of IT systems and financial technology systems</p> <p>109389L5 4 Credits P. 4-249</p>	<p>Oversee and manage the operations of enterprise intelligence systems</p> <p>109399L5 4 Credits P. 4-259</p>
	<p>Design and construct interface / system on customer services</p> <p>109364L5 4 Credits P. 4-220</p>	<p>Build necessary infrastructures to support policies on cybersecurity</p> <p>109371L5 4 Credits P. 4-227</p>	<p>Conduct IT and financial technology system evaluation</p> <p>109381L5 4 Credits P. 4-240</p>	<p>Monitor change management when implementing new systems or systems updates</p> <p>109390L5 4 Credits P. 4-250</p>	<p>Construct and implement Big Data Analytics and Information Management System</p> <p>109400L5 4 Credits P. 4-260</p>
	<p>Review and update IT and financial technology architecture to facilitate products and services delivery</p> <p>109365L5 4 Credits P. 4-221</p>	<p>Assess and monitor security level in IT systems and cyber environment</p> <p>109372L5 4 Credits P. 4-228</p>	<p>Select vendor and manage vendor performance</p> <p>109382L5 4 Credits P. 4-241</p>	<p>Perform incident response management for IT, digital banking and financial technology issues</p> <p>109391L5 4 Credits P. 4-251</p>	

Specification of Competency Standards for Corporate / Commercial Banking

6. Competency Matrix of Technology Management					
Sub Functional Areas QF Level	6.1 Technology Infrastructure	6.2 IT System Security/ Cybersecurity	6.3 Applications Design, Development and Maintenance	6.4 IT Operations and Support	6.5 Enterprise Intelligence
5		Educate business users on information and cyber risk trend and controls in a banking environment 109373L5 4 Credits P. 4-229		Manage support services of IT and financial technology systems 109392L5 4 Credits P. 4-252	
		Carry out IT system security/ cybersecurity incident investigation, monitoring and reporting 109374L5 4 Credits P. 4-231			

Specification of Competency Standards for Corporate / Commercial Banking

6. Competency Matrix of Technology Management					
Sub Functional Areas QF Level	6.1 Technology Infrastructure	6.2 IT System Security/ Cybersecurity	6.3 Applications Design, Development and Maintenance	6.4 IT Operations and Support	6.5 Enterprise Intelligence
4		Assess effectiveness on cybersecurity risk protection and carry out incident monitoring and reporting 109375L4 3 Credits P. 4-232	Provide training and facilitation on using IT applications and systems for internal and external users 109383L4 3 Credits P. 4-243	Provide technology help desk services 109393L4 3 Credits P. 4-253	Apply intelligence and database systems during daily work 109401L4 3 Credits P. 4-261
			Carry out maintenance on IT systems 109384L4 3 Credits P. 4-244	Provide field support in resolving problems related to the IT and financial technology systems 109394L4 3 Credits P. 4-254	Execute Big Data Analytics administration 109402L4 3 Credits P. 4-262
3					
2					
1					

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						
7	Project the future trends in market development to predict client needs for the bank 109403L7 5 Credits P. 4-263	Develop positioning strategy for the bank 109410L7 5 Credits P. 4-270				Formulate brand positioning of the bank and its corporate communication strategy 109447L7 5 Credits P. 4-311
6	Develop research strategies to generate insights on business and marketing strategies development 109404L6 4 Credits P. 4-264	Formulate product strategies and proposition for different products 109411L6 4 Credits P. 4-271	Establish policies and procedures for product development 109416L6 4 Credits P. 4-276	Design product delivery systems and sales distribution channels 109434L6 4 Credits P. 4-298	Prepare budget and manage marketing expenses of specific product to ensure reasonable ROI is attained 109441L6 4 Credits P. 4-305	Formulate general and online marketing strategies to build corporate image 109448L6 4 Credits P. 4-312
	Formulate business level competitor analysis 109405L6 4 Credits P. 4-265	Develop customer segmentation strategies for the bank and driving product-set matching / mapping 109412L6 4 Credits P. 4-272	Develop profitability projection for new products 109417L6 4 Credits P. 4-277		Develop and implement digital marketing transformation strategy and roadmap to deliver the marketing vision 109442L6 4 Credits P. 4-306	

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						
6			Develop new banking products to meet the needs of different client segments 109418L6 4 Credits P. 4-278			
			Develop functional and process design by employing innovative technology 109419L6 4 Credits P. 4-280			
			Define product due diligence process to meet regulatory requirements 109420L6 4 Credits P. 4-281			

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						

5	Develop knowledge systems for enterprise banking business 109406L5 4 Credits P. 4-266	Develop measurement mechanism on ROI to assess effectiveness of investment in product development 109413L5 4 Credits P. 4-273	Establish product development procedures 109421L5 4 Credits P. 4-283	Design operational procedures for new products 109435L5 4 Credits P. 4-299	Define value propositions for products 109443L5 4 Credits P. 4-307	Develop communication programmes on corporate branding 109449L5 4 Credits P. 4-313
	Develop client segmentation, identify clients' needs in products and services 109407L5 4 Credits P. 4-267	Manage the product portfolio of the bank based on product strategies 109414L5 4 Credits P. 4-274	Develop project plan for new products development 109422L5 4 Credits P. 4-284	Evaluate effectiveness of product launch 109436L5 4 Credits P. 4-300	Develop product promotional activities through different channels to increase market awareness and drive sales 109444L5 4 Credits P. 4-308	Create and produce enduring and consistent marketing campaigns to promote the corporate brand 109450L5 4 Credits P. 4-314
		Evaluate performance of existing product portfolio 109415L5 4 Credits P. 4-275	Develop, implement and analyse results of product acceptance test 109423L5 4 Credits P. 4-285	Develop the implementation plan for product launch 109437L5 4 Credits P. 4-301		Develop budget on brand marketing and manage expenditure effectively 109451L5 4 Credits P. 4-315

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						

5			Source and manage products and services provided by external vendors 109424L5 4 Credits P. 4-286			
			Structure product architecture 109425L5 4 Credits P. 4-287			
			Conduct profitability forecast and cost analysis 109426L5 4 Credits P. 4-288			
			Design suitable systems and determine appropriate channels for product delivery 109427L5 4 Credits P. 4-289			

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						

5			Determine pricing for the products and services 109428L5 4 Credits P. 4-290			
			Manage the design and analysis of product acceptance test 109429L5 4 Credits P. 4-291			
			Lead product and operations data analysis 109430L5 4 Credits P. 4-292			
			Monitor the effectiveness and progress of product development 109431L5 4 Credits P. 4-294			

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas QF Level	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
5			Evaluate existing products and services performance and propose improvement measures 109432L5 4 Credits P. 4-295			
4	Implement market research project to execute and monitor data collection process 109408L4 3 Credits P. 4-268		Perform product acceptance test 109433L4 3 Credits P. 4-297	Develop product specification for complex products 109438L4 3 Credits P. 4-302	Produce promotion materials in alignment with corporate identity specification 109445L4 3 Credits P. 4-309	Organise communication activities to build and enhance corporate brand salience 109452L4 3 Credits P. 4-316
	Operate knowledge management systems to record and maintain the market information 109409L4 3 Credits P. 4-269			Organize product launch activities 109439L4 3 Credits P. 4-303	Conduct promotion programme evaluation 109446L4 3 Credits P. 4-310	Monitor and ensure consistency in using corporate identity throughout the bank 109453L4 3 Credits P. 4-317

Specification of Competency Standards for Corporate / Commercial Banking

7. Competency Matrix of Product Development and Brand Marketing						
Sub Functional Areas	7.1 Market Research and Business Intelligence	7.2 Product Portfolio Management	7.3 Product Development	7.4 Product Launching Implementation and Management	7.5 Marketing Strategy Formulation and Product Promotion	7.6 Brand Marketing and Corporate Communication
QF Level						
4				Provide product information and training to support the sales and services process 109440L4 3 Credits P. 4-304		Conduct programme evaluation on brand marketing 109454L4 3 Credits P. 4-318
3						
2						
1						

Specification of Competency Standards for Corporate / Commercial Banking

8. Competency Matrix of Quality Management				
Sub Function Areas	8.1 Quality Management System Development and Implementation	8.2 Quality Monitoring and Control	8.3 Continuous Process Improvement	8.4 Customer Experience Management
QF Level				

7				
6	Formulate enterprise banking quality management strategies and policies 109455L6 4 Credits P. 4-319			
5	Establish quality standards for different operations 109456L5 4 Credits P. 4-320	Design quality monitoring and control guidelines and plan 109463L5 4 Credits P. 4-327	Identify areas that require quality improvement 109468L5 4 Credits P. 4-332	Identify measures to improve customer experience 109473L5 4 Credits P. 4-337
	Develop procedures in quality control and re-engineering plans 109457L5 4 Credits P. 4-321	Design survey to measure customer satisfaction 109464L5 4 Credits P. 4-328	Design measures to improve existing process 109469L5 4 Credits P. 4-333	Develop procedures and guidelines for feedback management 109474L5 4 Credits P. 4-338

Specification of Competency Standards for Corporate / Commercial Banking

8. Competency Matrix of Quality Management				
Sub Function Areas	8.1 Quality Management System Development and Implementation	8.2 Quality Monitoring and Control	8.3 Continuous Process Improvement	8.4 Customer Experience Management
QF Level				

5	Develop quality management plan for specific project/ programme 109458L5 4 Credits P. 4-322	Develop performance standards in customer service 109465L5 4 Credits P. 4-329	Evaluate effectiveness of process improvement measures 109470L5 4 Credits P. 4-334	Conduct research on digital and non-digital customer experience 109475L5 4 Credits P. 4-339
	Conduct benchmarking analysis on quality management 109459L5 4 Credits P. 4-323			Analyse customer feedback for improving services of the bank 109476L5 4 Credits P. 4-340
	Provide education in quality management throughout the bank 109460L5 4 Credits P. 4-324			Manage feedback from different parties in order to protect bank's image 109477L5 4 Credits P. 4-341

Specification of Competency Standards for Corporate / Commercial Banking

8. Competency Matrix of Quality Management				
Sub Function Areas	8.1 Quality Management System Development and Implementation	8.2 Quality Monitoring and Control	8.3 Continuous Process Improvement	8.4 Customer Experience Management
QF Level				

5	Promote quality management culture in the bank 109461L5 4 Credits P. 4-325			Execute customer experience process improvement measures and controls 109478L5 4 Credits P. 4-342
4	Implement quality management plan 109462L4 3 Credits P. 4-326	Conduct quality control on operations of the enterprise banking 109466L4 3 Credits P. 4-330	Develop action plan for continuous improvement 109471L4 3 Credits P. 4-335	Provide quality services to clients 109479L4 3 Credits P. 4-343
		Prepare documentation / reporting related to quality management system 109467L4 3 Credits P. 4-331	Implement process improvement measures 109472L4 3 Credits P. 4-336	Handle difficult customers and conflict resolution 109480L4 3 Credits P. 4-344
				Conduct investigation on complaint cases and make recommendation for actions 109481L4 3 Credits P. 4-345

Specification of Competency Standards for Corporate / Commercial Banking

8. Competency Matrix of Quality Management				
Sub Function Areas	8.1 Quality Management System Development and Implementation	8.2 Quality Monitoring and Control	8.3 Continuous Process Improvement	8.4 Customer Experience Management
QF Level				
3				Provide timely response to customers regarding their feedback and address their concerns 109482L3 3 Credits P. 4-346
				Implement survey to collect data on customer satisfaction 109483L3 3 Credits P. 4-347
2				
1				

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
7					
6	Formulate overall sales strategies for enterprise banking 109484L6 4 Credits P. 4-348		Determine the strategic approach in considering market niches and segments for obtaining business deals 109499L6 4 Credits P. 4-363	Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems 109509L6 4 Credits P. 4-374	Perform sales forecasting for enterprise banking 109520L6 4 Credits P. 4-386
	Analyse business intelligence to identify new business opportunities and threats 109485L6 4 Credits P. 4-349		Conduct research on performance of existing /potential enterprise banking clients for their complex needs 109500L6 4 Credits P. 4-365		
			Structure and put forward customized solutions for enterprise banking clients to meet their financial needs 109501L6 4 Credits P. 4-366		

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
5	Analyse sales strategies of competitors 109486L5 4 Credits P. 4-350	Design sales leads generation programme to attract new prospects and retain existing valued clients 109490L5 4 Credits P. 4-354	Conduct company financial analysis to identify clients' needs 109502L5 4 Credits P. 4-367	Tailor appropriate customer services / products for different clients 109510L5 4 Credits P. 4-375	Set sales targets and other performance targets for sales team or individual sales staff 109521L5 4 Credits P. 4-387
	Develop marketing and promotional programmes to facilitate sales strategies 109487L5 4 Credits P. 4-351	Manage and coordinate the sales and promotional activities of different sales and service channels 109491L5 4 Credits P. 4-355	Present financial solutions to general enterprise banking clients 109503L5 4 Credits P. 4-368	Develop cross border customer relationship through provision of market update 109511L5 4 Credits P. 4-376	Develop implementation plan to achieve sales target 109522L5 4 Credits P. 4-388
	Develop sales plan and implementation details for different teams 109488L5 4 Credits P. 4-352	Conduct pipeline management 109492L5 4 Credits P. 4-356	Negotiate with the clients to finalize the customized financial solutions 109504L5 4 Credits P. 4-369	Provide professional advisory services to clients at different stages of the company life journey 109512L5 4 Credits P. 4-377	Identify sales training needs and develop sales training strategies and plans 109523L5 4 Credits P. 4-389

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
5			Gain mutual agreement and close the deal 109505L5 4 Credits P. 4-370		Perform sales coaching 109524L5 4 Credits P. 4-390
			Design and implement client's profile and sales record analytics 109506L5 4 Credits P. 4-371		Manage and evaluate sales performance 109525L5 4 Credits P. 4-391
					Develop sales related competencies of the sales force 109526L5 4 Credits P. 4-392

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
4	Collect, analyse and report business intelligence information on the financial needs of different client sectors 109489L4 3 Credits P. 4-353	Conduct sales prospecting to qualify potential clients 109493L4 3 Credits P. 4-357	Provide information on clients' needs for solution development 109507L4 3 Credits P. 4-372	Handle clients' enquiries 109513L4 3 Credits P. 4-379	Perform sales related compliance control and monitoring activities 109527L4 3 Credits P. 4-393
		Conduct networking activities to obtain business contacts 109494L4 3 Credits P. 4-358	Identify business opportunities of enterprise banking clients and make referrals 109508L4 3 Credits P. 4-373	Manage client information and sales record 109514L4 3 Credits P. 4-380	Employ different approaches to disseminate latest product and market information 109528L4 3 Credits P. 4-394
		Provide support to marketing and promotion activities 109495L4 3 Credits P. 4-359		Handle feedback and complaints 109515L4 3 Credits P. 4-381	Execute regular sales planning activities 109529L4 3 Credits P. 4-395

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
4		Disseminate promotion materials to sales staff 109496L4 3 Credits P. 4-360		Manage customer relationship professionally in accordance to their business status, rights and liabilities 109516L4 3 Credits P. 4-382	Provide regular sales related training on products, system update, compliance and internal regulations 109530L4 3 Credits P. 4-396
				Conduct customer due diligence evaluation regularly 109517L4 3 Credits P. 4-383	
3		Organize record of sales activities and clients' data 109497L3 3 Credits P. 4-361		Carry out customer relationship management activities to maintain client relationship 109518L3 3 Credits P. 4-384	

Specification of Competency Standards for Corporate / Commercial Banking

9. Competency Matrix of Sales and Relationship Management					
Sub Function Areas	9.1 Sales Strategies and Implementation Plan Formulation	9.2 Pre-Sale Management	9.3 Business Pitching	9.4 Account Management and Customer Relationship Management	9.5 Sales Team Management
QF Level					
3		Provide back office support to sales activities 109498L3 3 Credits P. 4-362		Generate data or report for designing customer relationship management activities 109519L3 3 Credits P. 4-385	
2					
1					

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
7	Formulate business strategies for the bank 109531L7 5 Credits P. 4-397					Develop value enhancing financial technology and digital banking policies and strategies 109575L7 5 Credits P. 4-443
6	Anticipate global economic development 109532L6 4 Credits P. 4-398	Establish strategic human resources management policies 109538L6 4 Credits P. 4-404	Design financial management framework 109554L6 4 Credits P. 4-421		Establish sustainable Corporate Social Responsibility (CSR) framework and strategies of enterprise banking 109571L6 4 Credits P. 4-438	Lead business related operational analysis for financial technology and digital banking initiatives 109576L6 4 Credits P. 4-445
	Analyse business potential of different markets / regions 109533L6 4 Credits P. 4-399	Formulate human capital development strategies to cope with market trends and organizational development 109539L6 4 Credits P. 4-406	Analyse financial status of the bank by conducting bank wide financial assessment 109555L6 4 Credits P. 4-422			Develop breakthrough solutions by leveraging technology to enhance products and business models of the bank 109577L6 4 Credits P. 4-446

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
6	Determine approach in achieving the business strategies 109534L6 4 Credits P. 4-400					Develop customer and digital transformation road mapping 109578L6 4 Credits P. 4-447
						Lead and design process re-engineering related to financial technology development 109579L6 4 Credits P. 4-448
5	Develop business plan and action items for the identified business strategies 109535L5 4 Credits P. 4-401	Design organizational structure 109540L5 4 Credits P. 4-407	Prepare budget to support business development strategies 109556L5 4 Credits P. 4-423	Develop plan in property management 109567L5 4 Credits P. 4-434	Develop and implement Corporate Social Responsibility (CSR) plans and activities 109572L5 4 Credits P. 4-439	Identify and prioritize new technological features and alternative solutions for digital products 109580L5 4 Credits P. 4-449

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
5	<p>Monitor the implementation of business plan to ensure achievement of desired results</p> <p>109536L5 4 Credits P. 4-402</p>	<p>Establish and regularly review the professional ethical codes for the bank</p> <p>109541L5 4 Credits P. 4-408</p>	<p>Manage inflow cash and collection mechanisms</p> <p>109557L5 4 Credits P. 4-424</p>	<p>Design workplace and work processes which can comply to occupational safety and health standards</p> <p>109568L5 4 Credits P. 4-435</p>	<p>Establish impact assessment mechanism on Corporate Social Responsibility (CSR) programmes</p> <p>109573L5 4 Credits P. 4-440</p>	<p>Execute digital usage, reporting and optimization strategy</p> <p>109581L5 4 Credits P. 4-450</p>
	<p>Evaluate achievement of business initiatives and improve their effectiveness</p> <p>109537L5 4 Credits P. 4-403</p>	<p>Devise compensation and benefits scheme in alignment with business needs</p> <p>109542L5 4 Credits P. 4-409</p>	<p>Manage outflow cash and disbursement mechanisms</p> <p>109558L5 4 Credits P. 4-425</p>	<p>Establish and sustain smooth supply chain of office equipment</p> <p>109569L5 4 Credits P. 4-436</p>		<p>Execute digital platform evaluation and selection</p> <p>109582L5 4 Credits P. 4-451</p>
		<p>Evaluate and implement learning and development policies and strategies</p> <p>109543L5 4 Credits P. 4-410</p>	<p>Manage cash flow of the bank</p> <p>109559L5 4 Credits P. 4-426</p>			<p>Implement and review financial technology plan</p> <p>109583L5 4 Credits P. 4-452</p>

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
5		Establish and maintain effective human resources information systems and guidelines 109544L5 4 Credits P. 4-411	Prepare financial statements for the bank 109560L5 4 Credits P. 4-427			Promulgate financial technology mission of the bank and develop talents in digital banking 109584L5 4 Credits P. 4-454
		Perform manpower planning 109545L5 4 Credits P. 4-412	Execute budget monitoring and financial control 109561L5 4 Credits P. 4-428			
		Define the job role of each position and conduct job evaluation 109546L5 4 Credits P. 4-413	Develop mechanism and systems to manage financial information and database 109562L5 4 Credits P. 4-429			

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
5		Conduct recruitment process 109547L5 4 Credits P. 4-414	Execute regulatory reporting and management reporting strategies 109563L5 4 Credits P. 4-430			
		Implement and monitor performance management system 109548L5 4 Credits P. 4-415	Manage financial and risk management information system 109564L5 4 Credits P. 4-431			
4		Provide HR operation support on compensation and benefits 109549L4 3 Credits P. 4-416			Promote Corporate Social Responsibility (CSR) to engage internal and external stakeholders 109574L4 3 Credits P. 4-442	

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
4		Provide learning solutions for supporting the development of the bank 109550L4 3 Credits P. 4-417				
		Execute employee engagement plan and activities 109551L4 3 Credits P. 4-418				
		Execute disciplinary actions 109552L4 3 Credits P. 4-419				

Specification of Competency Standards for Corporate / Commercial Banking

10. Competency Matrix of General Management						
Sub Function Areas	10.1 Global Business Acumen	10.2 Human Resources Management	10.3 Financial Management and Control	10.4 Property Management	10.5 Corporate Social Responsibility (CSR) Fulfilment	10.6 Financial Technology Management
QF Level						
3		Assist in the delivery of fringe benefit scheme and other related services 109553L3 3 Credits P. 4-420	Carry out routine administration on the bank's financial database 109565L3 3 Credits P. 4-432	Carry out the maintenance of office equipment 109570L3 3 Credits P. 4-437		
			Perform book keeping 109566L3 3 Credits P. 4-433			
2						
1						

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
7	Identify strategic opportunities on business development and formulate practical business plan 109585L7 5 Credits P. 4-455					
6	Build alignment among different teams to work towards a unified goal 109586L6 4 Credits P. 4-456			Develop change management strategies 109598L6 4 Credits P. 4-468		
5	Solve problems and make decisions creatively to achieve business goals 109587L5 4 Credits P. 4-457	Supervise team members in accomplishing task assignments during the course of work 109589L5 4 Credits P. 4-459	Plan for resources allocation 109595L5 4 Credits P. 4-465	Implement change management plan and provide support for staff adaption 109599L5 4 Credits P. 4-469	Set up project/ programme team and establish infrastructure 109602L5 4 Credits P. 4-472	

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
5		Manage work performance of subordinates and take relevant actions on sub-standard performance 109590L5 4 Credits P. 4-460	Expand existing resources pool 109596L5 4 Credits P. 4-466	Redesign work process in response to the changing environment 109600L5 4 Credits P. 4-470	Develop implementation plan of the project / programme 109603L5 4 Credits P. 4-473	
		Manage diversity of subordinates in different generation and culture 109591L5 4 Credits P. 4-461	Maximize utilization of different resources 109597L5 4 Credits P. 4-467	Manage changes in operations / systems that affect customers 109601L5 4 Credits P. 4-471	Monitor project / programme implementation progress 109604L5 4 Credits P. 4-474	
		Develop and implement talent development activities 109592L5 4 Credits P. 4-462				

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
5		Support subordinates in achieving their career aspiration and personal growth 109593L5 4 Credits P. 4-463				
4	Lead project team members to achieve assigned tasks 109588L4 3 Credits P. 4-458	Improve team coordination and team performance 109594L4 3 Credits P. 4-464			Execute the actions according to the project / programme management plan 109605L4 3 Credits P. 4-475	Contribute innovative ideas for improving work performance and quality 109607L4 3 Credits P. 4-477
					Assess and report the results of project / programme 109606L4 3 Credits P. 4-476	Demonstrate customer oriented behaviour to meet the bank's customer-centric value 109608L4 3 Credits P. 4-478

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
4						Keep in pace with the development of financial technology to ensure one's technology proficiency 109609L4 3 Credits P. 4-479
						Manage self to adapt to an ever changing working environment with high level of self-resilience 109610L4 3 Credits P. 4-480
						Take personal commitment to strive for continuous learning and improvement 109611L4 3 Credits P. 4-481

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
4						Demonstrate professional communication and interpersonal skills to effectively manage stakeholders across regions and functions 109612L4 3 Credits P. 4-482
						Develop multi-language capability to meet market and client needs 109613L4 3 Credits P. 4-483
						Upkeep multi-cultural awareness and actively manage diversity 109614L4 3 Credits P. 4-484

Specification of Competency Standards for Corporate / Commercial Banking

11. Competency Matrix of Other Generic Competencies						
Sub Function Areas	11.1 Business Goal Management	11.2 People Management and Talent Development	11.3 Resources Management	11.4 Change Management	11.5 Project / Programme Management	11.6 Personal Effectiveness
QF Level						
4						Take personal responsibility for embedding the highest standards of professional ethics 109615L4 3 Credits P. 4-485
						Utilise analytical power to drive business results 109616L4 3 Credits P. 4-487
						Upkeep high level of team-work spirit to build team synergy for achieving better performance 109617L4 3 Credits P. 4-488
3						
2						
1						

1. General Enterprise Banking Service Delivery

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Service Delivery Strategies and Management Formulate service delivery strategies for enterprise banking	109156L6	4	4-1
5	Service Delivery Strategies and Management Develop service delivery policies, procedures and guidelines for respective products and channels	109157L5	4	4-3
	Manage and monitor the service delivery performance for respective products and channels	109158L5	4	4-5
	Review the service delivery performance for respective products and channels and make recommendations for improvement	109159L5	4	4-6
	Delivery of Cash Management Services Provide consultative advice and solutions on delivery of Cash management services	109161L5	4	4-8
	Delivery of General Loan Products and Credit Related Services Provide consultative advice and solutions on delivery of general loan products and credit related services	109169L5	4	4-16
	Consolidate summary of credit applications	109170L5	4	4-17
	Delivery of Investment and Insurance Services Provide consultative advice and solutions on delivery of investment and insurance services	109172L5	4	4-19
	Develop service protocol of wealth management products offered by external vendors	109173L5	4	4-20
	Delivery of Trade Finance Related Services Provide consultative advice and solutions on delivery of trade finance related services	109176L5	4	4-23
	Provide factoring services to meet the clients' needs	109177L5	4	4-24
	Delivery of Foreign Exchange and Money Market Related Services Provide consultative advice and solutions on delivery of foreign exchange and money market related services	109184L5	4	4-31

1. General Enterprise Banking Service Delivery

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Delivery of Account Services			
	Provide consultative advice and solutions on delivery of account services	109186L5	4	4-33
4	Service Delivery Strategies and Management			
	Manage and monitor the daily service delivery of business centers	109160L4	3	4-7
	Delivery of Cash Management Services			
	Provide liquidity management services	109162L4	3	4-9
	Delivery of Investment and Insurance Services			
	Provide investment and insurance related services	109174L4	3	4-21
	Delivery of Trade Finance Related Services			
	Provide import documentary credit (DC) services	109178L4	3	4-25
	Provide export documentary credit (DC) services	109179L4	3	4-26
	Provide import documentary collection services	109180L4	3	4-27
	Provide export documentary collection services	109181L4	3	4-28
	Process application of shipping guarantee (Import)	109182L4	3	4-29
	Provide trade protection / marine cargo insurance services	109183L4	3	4-30
	Delivery of Account Services			
	Promote enterprise banking products and services in business centers	109187L4	3	4-34
3	Delivery of Cash Management Services			
	Provide payment services	109163L3	3	4-10
	Provide services on account receivable management	109164L3	3	4-11
	Provide collection and delivery services of banking items	109165L3	3	4-12
	Report on the balance and transaction details	109166L3	3	4-13
	Provide services related to interbank account transactions	109167L3	3	4-14
	Handle application of corporate credit card	109168L3	3	4-15

1. General Enterprise Banking Service Delivery

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
3	Delivery of General Loan Products and Credit Related Services			
	Process operational procedures of the applications of general loan products and credit related services	109171L3	3	4-18
	Delivery of Investment and Insurance Services			
	Process applications of investment and insurance services	109175L3	3	4-22
	Delivery of Foreign Exchange and Money Market Related Services			
	Provide currency trading services	109185L3	3	4-32
	Delivery of Account Services			
	Open, maintain and terminate different accounts	109188L3	3	4-35
	Provide account services over the counter in business centers	109189L3	3	4-36

1a. Other Services on Enterprise Banking Service Delivery (for Large Corporations)

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Institutional Banking Services			
	Design structured deposit account services to meet the specific needs of institutional clients	109190L6	4	4-37
	Formulate customized financial risk management services to institutional clients	109191L6		4-38
	Structure customized cash management services for institutional clients	109192L6	4	4-39
	Delivery of Corporate Loan Products and Credit Related			
	Provide strategic financial advice on capital structure and financial solutions	109194L6	4	4-41
	Provide professional advice on the structure of large scale project financing and financial modelling	109195L6	4	4-42
	Delivery of Investment Services to Large Corporate Clients			
	Provide recommendations on delivery of structured related investment services for large corporate clients	109196L6	4	4-43
5	Institutional Banking Services			
	Manage third-party depository transactions for securities and futures trading companies	109193L5	4	4-40
	Delivery of Investment Services to Large Corporate Clients			
	Provide recommendations on investment opportunities in global assets for large corporate clients	109197L5	4	4-44

2. General Enterprise Banking Operations and Support

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Operations and Support Strategies and Management			
	Formulate operations and support strategies for enterprise banking	109198L6	4	4-45
	Operations and Support in Business Centers			
	Develop operations and support policies, procedures and model for business centers	109202L6	4	4-50
5	Operations and Support Strategies and Management			
	Develop operations and support policies, procedures and guidelines for respective products and channels	109199L5	4	4-46
	Manage and monitor operations and support performance for respective products and channels	109200L5	4	4-47
	Review performance and effectiveness of operations and support for respective products and channels	109201L5	4	4-49
	Operations and Support in Business Centers			
	Plan and implement operations and support actions for business centers	109203L5	4	4-51
	Manage the operational risks of business centers	109204L5	4	4-52
	Trade Finance Transactions Processing			
	Make decision on approval or rejection on trade finance application	109222L5	4	4-70
4	Cash Management and account Transactions Processing			
	Perform checking on cash management and account transactions	109205L4	3	4-53
	General Loan Products and Credit Related Transactions Processing			
	Conduct property valuation for loan application	109211L4	3	4-59
	Collect and consolidate information for credit assessment	109212L4	3	4-60
	Investment and Insurance Transactions Processing			
Monitor clients' investment and insurance transactions	109217L4	3	4-65	
Develop insurance plan for enterprise banking clients	109218L4	3	4-66	

2. General Enterprise Banking Operations and Support

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>	
4	Trade Finance Transactions Processing				
	Perform checking on client account under import documentary credit (DC)	109223L4	3	4-71	
	Perform checking on client account under export documentary credit (DC)	109224L4	3	4-72	
	Process open account trade services to clients	109225L4	3	4-73	
	Foreign Exchange and Money Market Related Transactions				
	Perform checking on foreign exchange and money market related transactions	109232L4	3	4-80	
	3	Cash Management and account Transactions Processing			
		Process deposit and withdrawal transactions	109206L3	3	4-54
		Process remittance transactions	109207L3	3	4-55
		Process payment transactions	109208L3	3	4-56
Process receivable collection transactions		109209L3	3	4-57	
Maintain cash management and account transactions records		109210L3	3	4-58	
General Loan Products and Credit Related Transactions					
Process credit applications follow up actions		109213L3	3	4-61	
Arrange for disbursement of loans		109214L3	3	4-62	
Handle loan documentation processing		109215L3	3	4-63	
Maintain loan account transaction records		109216L3	3	4-64	
Investment and Insurance Transactions Processing					
Process investment and insurance application follow up actions		109219L3	3	4-67	
Process insurance claims		109220L3	3	4-68	
Maintain investment and insurance transactions records		109221L3	3	4-69	
Trade Finance Transactions Processing					
Process trade finance transactions for importers		109226L3	3	4-74	
Process trade finance transactions for exporters		109227L3	3	4-75	
Process factoring services transactions		109228L3	3	4-76	
Process import documentary credit (DC) transactions		109229L3	3	4-77	
Process export documentary credit (DC) transactions	109230L3	3	4-78		
Maintain trade finance related transactions records	109231L3	3	4-79		

2. General Enterprise Banking Operations and Support

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
3	Foreign Exchange and Money Market Related Transactions Processing			
	Process foreign exchange and money market related	109233L3	3	4-81
	Maintain foreign exchange and money market related	109234L3	3	4-82

2a. Other Services on Enterprise Banking Operations and Support (for Large Corporations)

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Operational Planning for Institutional Banking			
	Formulate service policies on institutional banking services	109235L6	4	4-83
	Syndicated Loan and Other Structured Products Processing			
	Formulate policies on processing syndicated lending application	109238L6	4	4-86
	Investment Services Processing for Large Corporations			
	Develop research reports on global assets investment	109243L6	4	4-91
5	Operational Planning for Institutional Banking			
	Design and review operation procedures for institutional banking products and services	109236L5	4	4-84
	Syndicated Loan and Other Structured Products Processing			
	Perform the duties of an arranger for syndicated loan	109239L5	4	4-87
	Manage legal documentation and compliance for syndicated lending and other structured products	109240L5		4-88
4	Operational Planning for Institutional Banking			
	Provide operations support to institutional clients	109237L4	3	4-85
	Syndicated Loan and Other Structured Products Processing			
	Arrange loan facility for complex products	109241L4	3	4-89
	Investment Services Processing for Large Corporations			
	Process transactions related to global assets investment	109244L4	3	4-92
	Process transactions related to structured products	109245L4	3	4-93
	Maintain custody of assets on behalf of large corporations	109246L4	3	4-94
3	Syndicated Loan and Other Structured Products Processing			
	Maintain syndicated loan and other structured products transactions records	109242L3	3	4-90
	Investment Services Processing for Large Corporations			
	Maintain investment services related to transactions records	109247L3	3	4-95

3. General Enterprise Banking Credit Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Credit Strategies, Policies and Procedures Development			
	Formulate the overall credit risk management policies, procedures and methodologies	109248L6	4	4-96
	Determine criteria in loan approval	109249L6	4	4-98
	Portfolio Management			
	Allocate credit assets of the bank in accordance to the formulated credit risk management policies and risk appetite of the bank	109262L6	4	4-113
	Review performance of loan portfolio for enterprise banking	109263L6	4	4-114
	Formulate a framework to monitor credit risk by using analytic models / other tools for enterprise banking	109264L6	4	4-115
	Assess performance and effectiveness of loan products for enterprise banking	109265L6	4	4-117
	Monitoring Non-Performing Loan Performance			
	Formulate policies and procedures in managing problem	109272L6	4	4-124
	Credit Systems and Maintenance			
	Analyse the performance of credit system and define the overall strategies for the bank	109280L6	4	4-132
	Develop and enhance credit related functions in management information system (MIS)	109281L6	4	4-133
	5	Credit Strategies, Policies and Procedures Development		
Analyse the economic environment and the implications on credit management		109250L5	4	4-99
Develop procedures in credit approval		109251L5	4	4-100
Develop internal rating system for the bank		109252L5	4	4-101
Establish or revise credit policies, procedures and guidelines to respond to the changes in regulatory requirement and market environment		109253L5	4	4-102
Credit Acquisition				
Determine approval or rejection on credit applications		109255L5	4	4-104
Review risk assessment on credit application		109256L5	4	4-105
Structure the credit facility		109257L5	4	4-107

3. General Enterprise Banking Credit Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Credit Acquisition			
	Evaluate the performance of credit acquisition and make suggestions	109258L5	4	4-108
	Provide consultancy service to clients on credit risks	109259L5	4	4-109
	Assess credit and financial strength of borrowers and prepare credit proposal	109260L5	4	4-110
	Portfolio Management			
	Develop risk mitigation strategies for the credit portfolio	109266L5	4	4-118
	Conduct stress testing and analyse the results	109267L5	4	4-119
	Manage and control the risks of the credit assets for enterprise banking	109268L5	4	4-120
	Evaluate market value and marketability of collateral and identify the risks associated with the loan	109269L5	4	4-121
	Conduct on-going monitoring of borrowing accounts	109270L5	4	4-122
	Monitoring Non-Performing Loan Performance			
	Conduct post approval credit monitoring and review on problem loans	109273L5	4	4-125
	Implement legal actions on unpaid debt clients	109274L5	4	4-126
	Develop procedures and guidelines for the recovery of problem loans	109275L5	4	4-127
	Credit Systems and Maintenance			
	Identify gaps in existing credit management systems and make recommendations for improvement	109282L5	4	4-134
4	Credit Strategies, Policies and Procedures Development			
	Enforce implementation of credit policy	109254L4	3	4-103
	Credit Acquisition			
	Conduct risk assessment for unsecured and/or secured lending using scorecard approach and proceed with approval	109261L4	3	4-112
	Portfolio Management			
	Monitor the risk level of the loan portfolio to identify early risk signals	109271L4	3	4-123

3. General Enterprise Banking Credit Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
4	Monitoring Non-Performing Loan Performance			
	Conduct loan workout with clients	109276L4	3	4-128
	Monitor progress of debt collections	109277L4	3	4-129
	Collect bad and doubtful debts	109278L4	3	4-130
	Credit Systems and Maintenance			
	Monitor credit related data	109283L4	3	4-135
	Provide training/ learning activities to disseminate knowledge related to credit management	109284L4	3	4-136
3	Monitoring Non-Performing Loan Performance			
	Collect payment from debtors	109279L3	3	4-131
	Credit Systems and Maintenance			
	Record and report credit related data	109285L3	3	4-137

3a. Other Services on Enterprise Banking Credit Management (for Large Corporations)

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Large Corporate Credit Acquisition			
	Approve credit application on credit based solutions to large corporations	109286L6	4	4-138
	Assess credit application on credit based solutions to large corporations	109287L6	4	4-139
	Structure loan hedging arrangement and relevant products	109288L6	4	4-140
	Large Corporate Credit Facilities			
	Act as an initiator or a major participating bank to structure syndicated loan for corporate clients	109289L6	4	4-141
5	Large Corporate Credit Facilities			
	Structure special assets/ equipment leasing and financing services to corporate clients	109290L5	4	4-142
	Structure credit facilities for real estate development loan/ construction finance	109291L5	4	4-143
	Structure credit facilities for large scale project finance programmes	109292L5	4	4-144
	Structure credit facilities for large scale operating assets financing programmes	109293L5	4	4-145

4. Risk Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
7	Risk Identification and Assessment			
	Construct measurement models/ framework on banking risks	109294L7	5	4-146
6	Risk Identification and Assessment			
	Identify and quantify potential risks	109295L6	4	4-147
	Conduct qualitative analysis to assess risks	109296L6	4	4-148
	Risk Monitoring and Reporting			
	Develop risk monitoring and reporting strategies and policies for the bank	109299L6	4	4-151
	Risk Control and Mitigation			
	Set risk appetite for the bank	109304L6	4	4-156
	Establish overall risk management and mitigation strategies and policies	109305L6	4	4-157
	Develop risk governance structure of the bank	109306L6	4	4-158
	Business Continuity Planning			
	Formulate business continuity planning policies and procedures	109311L6	4	4-163
5	Risk Identification and Assessment			
	Construct risk profile for prioritizing different risks	109297L5	4	4-149
	Risk Monitoring and Reporting			
	Monitor risk level and analyse the results	109300L5	4	4-152
	Investigate causes of risk breakout	109301L5	4	4-153
	Conduct risk monitoring internal procedure review	109302L5	4	4-154
	Risk Control and Mitigation			
	Develop risk control measures	109307L5	4	4-159
	Evaluate the effectiveness of risk management framework, policies and control measures	109308L5	4	4-160
	Develop implementation plan on risk control management	109309L5	4	4-161

4. Risk Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Business Continuity Planning			
	Analyse business impact on different kinds of disasters, crisis or material risks	109312L5	4	4-164
	Develop business continuity plan and recovery strategy	109313L5	4	4-165
	Evaluate effectiveness of business continuity plan	109314L5	4	4-166
	Develop and implement the plan for BCP drills	109315L5	4	4-167
4	Risk Monitoring and Reporting			
	Report on the results of risk tracking	109303L4	3	4-155
	Risk Control and Mitigation			
	Implement risk control management plan	109310L4	3	4-162
	Business Continuity Planning			
	Monitor and implement business continuity plan	109316L4	3	4-168
3	Risk Identification and Assessment			
	Record information and generate report related to risk management	109298L3	3	4-150

5. Internal Control and Compliance

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Compliance Management			
	Conduct research on regulatory development and implications on bank	109317L6	4	4-169
	Formulate overall compliance strategies, procedures and ethical standards for the bank	109318L6	4	4-170
	Internal Control			
	Establish internal control procedures and measures to track compliance fulfilment	109331L6	4	4-184
	Evaluate effectiveness of the bank's internal control	109332L6	4	4-186
	Audit			
	Formulate internal audit framework	109336L6	4	4-190
	Legal Advice			
	Formulate legal framework and policies on handling suspicious/ illegal activities of the bank	109342L6	4	4-196
	Anti-Money Laundering/ Counter-Financing of Terrorism (AML/CFT)/ Sanctions			
	Develop anti-money laundering, counter-financing of terrorism and sanctions related framework, programme and policies of the bank	109347L6	4	4-201
	Counter Financial Crimes			
	Develop policies in combating internal and external fraud	109352L6	4	4-208
5	Compliance Management			
	Develop internal policies, guidelines and standards for different operations to comply with regulatory requirements	109319L5	4	4-171
	Develop compliance programmes to accommodate legal and regulatory requirements	109320L5	4	4-173
	Assess compliance risk of different operations	109321L5	4	4-174
	Review and evaluate compliance programmes of the bank	109322L5	4	4-175
	Build and manage effective relationship with regulatory or other relevant bodies	109323L5	4	4-176
	Liaise with regulators and handle regulatory examinations	109324L5	4	4-177

5. Internal Control and Compliance

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Compliance Management			
	Conduct investigation on suspicious/ illegal activities and incidents of breaches	109325L5	4	4-178
	Manage training and education on compliance	109326L5	4	4-179
	Internal Control			
	Manage and monitor the internal control procedures to identify incidents of non-compliance	109333L5	4	4-187
	Manage incidents of non-compliance and mitigate the impacts	109334L5	4	4-188
	Audit			
	Design audit programmes	109337L5	4	4-191
	Formulate audit implementation programmes	109338L5	4	4-192
	Conduct audit programme tracking and monitoring	109339L5	4	4-193
	Evaluate effectiveness of audit programmes	109340L5	4	4-194
	Legal Advice			
	Provide legal advice and related support services	109343L5	4	4-197
	Provide legal support for investigation of suspicious and illegal activities	109344L5	4	4-198
	Provide information, advice on new or revised legal and statutory requirements	109345L5	4	4-199
	Anti-Money Laundering/ Counter-Financing of Terrorism (AML/CFT)/ Sanctions			
	Assess and monitor controls to manage risks on anti-money laundering/ counter-financing of terrorism activities/ sanctions	109348L5	4	4-203
	Provide training and support to staff to ensure compliance of anti-money laundering/ counter-financing of terrorism regulations/ sanctions	109349L5	4	4-205
	Counter Financial Crimes			
	Conduct investigation on cases related to internal and external fraud	109353L5	4	4-209

5. Internal Control and Compliance

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
4	Compliance Management			
	Provide response to consultation of regulatory or other relevant bodies	109327L4	3	4-180
	Report non-compliance to law enforcement agencies	109328L4	3	4-181
	Internal Control			
	Monitor subordinates' behaviours to comply with regulatory requirements	109335L4	3	4-189
	Audit			
	Conduct audit reporting	109341L4	3	4-195
	Legal Advice			
	Present information to courts and other hearings	109346L4	3	4-200
	Anti-Money Laundering/ Counter-Financing of Terrorism			
	Handle request from law enforcement agencies related to anti-money laundering/ counter-financing of terrorism/	109350L4	3	4-206
	Report suspicious cases on money laundering/ terrorist financing/ sanctions	109351L4	3	4-207
	Counter Financial Crimes			
	Identify potential internal and external fraud risk	109354L4	3	4-210
Cooperate with regulatory bodies in addressing enquiries relating to financial crime	109355L4	3	4-211	
3	Compliance Management			
	Comply with the bank's compliance standard during job execution	109329L3	3	4-182
	Safeguard customer information to ensure security	109330L3	3	4-183
	Counter Financial Crimes			
Report suspected financial crimes to relevant parties in the bank	109356L3	3	4-212	

6. Technology Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Technology Infrastructure			
	Formulate policies on IT governance	109357L6	4	4-213
	Formulate the overall IT architecture and infrastructure design of the bank	109358L6	4	4-214
	Evaluate future trend to plan for technological improvement	109359L6	4	4-215
	IT System Security/ Cybersecurity			
	Formulate IT and cybersecurity policies, roadmaps and strategies	109366L6	4	4-222
	Applications Design, Development and Maintenance			
	Formulate IT application policy	109376L6	4	4-233
	IT Operations and Support			
	Formulate policies in IT operations and support services	109385L6	4	4-245
	Enterprise Intelligence			
	Formulate policies on database management	109395L6	4	4-255
	5	Technology Infrastructure		
Assess effectiveness of current technology infrastructure		109360L5	4	4-216
Develop operations procedures for different IT hardware/software		109361L5	4	4-217
Manage IT assets of the bank		109362L5	4	4-218
Manage and maintain network and communication systems of the bank		109363L5	4	4-219
Design and construct interface/ system on customer services		109364L5	4	4-220
Review and update IT and financial technology architecture to facilitate products and services delivery		109365L5	4	4-221
IT System Security/ Cybersecurity				
Develop procedures, guidelines and programmes for IT system security/ cybersecurity		109367L5	4	4-223
Conduct security risk assessment and audit of different IT systems and suggest mitigation strategies		109368L5	4	4-224

6. Technology Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	IT System Security/ Cybersecurity			
	Assess and manage security risks and trends in digital and mobile environment	109369L5	4	4-225
	Design and implement cybersecurity awareness education and employee training	109370L5	4	4-226
	Build necessary infrastructures to support policies on cybersecurity	109371L5	4	4-227
	Assess and monitor security level in IT systems and cyber environment	109372L5	4	4-228
	Educate business users on information and cyber risk trend and controls in a banking environment	109373L5	4	4-229
	Carry out IT system security/ cybersecurity incident investigation, monitoring and reporting	109374L5	4	4-231
	Applications Design, Development and Maintenance			
	Identify and analyse technology needs of the bank	109377L5	4	4-234
	Perform system development and engineering	109378L5	4	4-235
	Employ technological tools and solutions from technology service providers for system and financial technology development	109379L5	4	4-237
	Oversee implementation of new IT systems	109380L5	4	4-239
	Conduct IT and financial technology system evaluation	109381L5	4	4-240
	Select vendor and manage vendor performance	109382L5	4	4-241
	IT Operations and Support			
	Manage daily operations of IT systems	109386L5	4	4-246
	Design and implement disaster recovery plan	109387L5	4	4-247
	Monitor the service level of IT and financial technology systems	109388L5	4	4-248
	Monitor the performance and utilization of IT and financial technology systems	109389L5	4	4-249
	Monitor change management when implementing new systems or systems updates	109390L5	4	4-250
	Perform incident response management for IT, digital banking and financial technology issues	109391L5	4	4-251
	Manage support services of IT and financial technology systems	109392L5	4	4-252

6. Technology Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Enterprise Intelligence			
	Design database system for managing enterprise intelligence	109396L5	4	4-256
	Plan for data collection and data management to build enterprise intelligence systems	109397L5	4	4-257
	Develop data analysis programmes in enterprise intelligence systems	109398L5	4	4-258
	Oversee and manage the operations of enterprise intelligence systems	109399L5	4	4-259
	Construct and implement Big Data Analytics and Information Management System	109400L5	4	4-260
4	IT System Security/ Cybersecurity			
	Assess effectiveness on cybersecurity risk protection and carry out incident monitoring and reporting	109375L4	3	4-232
	Applications Design, Development and Maintenance			
	Provide training and facilitation on using IT applications and systems for internal and external users	109383L4	3	4-243
	Carry out maintenance on IT systems	109384L4	3	4-244
	IT Operations and Support			
	Provide technology help desk services	109393L4	3	4-253
	Provide field support in resolving problems related to the IT and financial technology systems	109394L4	3	4-254
	Enterprise Intelligence			
	Apply intelligence and database systems during daily work	109401L4	3	4-261
Execute Big Data Analytics administration	109402L4	3	4-262	

7. Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
7	Market Research and Business Intelligence			
	Project the future trends in market development to predict client needs for the bank	109403L7	5	4-263
	Product Portfolio Management			
	Develop positioning strategy for the bank	109410L7	5	4-270
	Brand Marketing and Corporate Communication			
	Formulate brand positioning of the bank and its corporate communication strategy	109447L7	5	4-311
6	Market Research and Business Intelligence			
	Develop research strategies to generate insights on business and marketing strategies development	109404L6	4	4-264
	Formulate business level competitor analysis	109405L6	4	4-265
	Product Portfolio Management			
	Formulate product strategies and proposition for different products	109411L6	4	4-271
	Develop customer segmentation strategies for the bank and driving product-set matching/ mapping	109412L6	4	4-272
	Product Development			
	Establish policies and procedures for product development	109416L6	4	4-276
	Develop profitability projection for new products	109417L6	4	4-277
	Develop new banking products to meet the needs of different client segments	109418L6	4	4-278
	Develop functional and process design by employing innovative technology	109419L6	4	4-280
	Define product due diligence process to meet regulatory requirements	109420L6	4	4-281
	Product Launching Implementation and Management			
	Design product delivery systems and sales distribution channels	109434L6	4	4-298

7. Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Marketing Strategy Formulation and Product Promotion			
	Prepare budget and manage marketing expenses of specific product to ensure reasonable ROI is attained	109441L6	4	4-305
	Develop and implement digital marketing, transformation strategy and roadmap to deliver the marketing vision	109442L6	4	4-306
	Brand Marketing and Corporate Communication			
	Formulate general and online marketing strategies to build corporate image	109448L6	4	4-312
5	Market Research and Business Intelligence	109406L5	4	4-266
	Develop client segmentation, identify clients' needs in products and services	109407L5	4	4-267
	Product Portfolio Management			
	Develop measurement mechanism on ROI to assess effectiveness of investment in product development	109413L5	4	4-273
	Manage the product portfolio of the bank based on product strategies	109414L5	4	4-274
	Evaluate performance of existing product portfolio	109415L5	4	4-275
	Product Development			
	Establish product development procedures	109421L5	4	4-283
	Develop project plan for new products development	109422L5	4	4-284
	Develop, implement and analyse results of product acceptance test	109423L5	4	4-285
	Source and manage products and services provided by external vendors	109424L5	4	4-286
	Structure product architecture	109425L5	4	4-287
	Conduct profitability forecast and cost analysis	109426L5	4	4-288
	Design suitable systems and determine appropriate channels for product delivery	109427L5	4	4-289
	Determine pricing for the products and services	109428L5	4	4-290
Manage the design and analysis of product acceptance test	109429L5	4	4-291	
Lead product and operations data analysis	109430L5	4	4-292	

7. Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>	
5	Product Development				
	Monitor the effectiveness and progress of product development	109431L5	4	4-294	
	Evaluate existing products and services performance and propose improvement measures	109432L5	4	4-295	
	Product Launching Implementation and Management				
	Design operational procedures for new products	109435L5	4	4-299	
	Evaluate effectiveness of product launch	109436L5	4	4-300	
	Develop the implementation plan for product launch	109437L5	4	4-301	
	Marketing Strategy Formulation and Product Promotion				
	Define value propositions for products	109443L5	4	4-307	
	Develop product promotional activities through different channels to increase market awareness and drive sales	109444L5	4	4-308	
	Brand Marketing and Corporate Communication				
	Develop communication programmes on corporate branding	109449L5	4	4-313	
	Create and produce enduring and consistent marketing campaigns to promote the corporate brand	109450L5	4	4-314	
	Develop budget on brand marketing and manage expenditure effectively	109451L5	4	4-315	
	4	Market Research and Business Intelligence			
		Implement market research project to execute and monitor data collection process	109408L4	3	4-268
		Operate knowledge management systems to record and maintain the market information	109409L4	3	4-269
		Product Development			
Perform product acceptance test		109433L4	3	4-297	
Product Launching Implementation and Management					
Develop product specification for complex products		109438L4	3	4-302	
Organize product launch activities		109439L4	3	4-303	
Provide product information and training to support the sales		109440L4	3	4-304	

7. Product Development and Brand Marketing

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
4	Marketing Strategy Formulation and Product Promotion			
	Produce promotion materials in alignment with corporate identity specification	109445L4	3	4-309
	Conduct promotion programme evaluation	109446L4	3	4-310
	Brand Marketing and Corporate Communication			
	Organise communication activities to build and enhance corporate brand salience	109452L4	3	4-316
	Monitor and ensure consistency in using corporate identity throughout the bank	109453L4	3	4-317
	Conduct programme evaluation on brand marketing	109454L4	3	4-318

8. Quality Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Quality Management System Development and Implementation			
	Formulate enterprise banking quality management strategies and policies	109455L6	4	4-319
5	Quality Management System Development and Implementation			
	Establish quality standards for different operations	109456L5	4	4-320
	Develop procedures in quality control and re-engineering plans	109457L5	4	4-321
	Develop quality management plan for specific project/programme	109458L5	4	4-322
	Conduct benchmarking analysis on quality management	109459L5	4	4-323
	Provide education in quality management throughout the bank	109460L5	4	4-324
	Promote quality management culture in the bank	109461L5	4	4-325
	Quality Monitoring and Control			
	Design quality monitoring and control guidelines and plan	109463L5	4	4-327
	Design survey to measure customer satisfaction	109464L5	4	4-328
	Develop performance standards in customer service	109465L5	4	4-329
	Continuous Process Improvement			
	Identify areas that require quality improvement	109468L5	4	4-332
	Design measures to improve existing process	109469L5	4	4-333
	Evaluate effectiveness of process improvement measures	109470L5	4	4-334
	Customer Experience Management			
	Identify measures to improve customer experience	109473L5	4	4-337
	Develop procedures and guidelines for feedback management	109474L5	4	4-338
	Conduct research on digital and non-digital customer experience	109475L5	4	4-339
	Analyse customer feedback for improving services of the bank	109476L5	4	4-340
	Manage feedback from different parties in order to protect bank's image	109477L5	4	4-341
	Execute customer experience process improvement measures and controls	109478L5	4	4-342

8. Quality Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>	
4	Quality Management System Development and Implementation				
	Implement quality management plan	109462L4	3	4-326	
	Quality Monitoring and Control				
	Conduct quality control on operations of the enterprise banking	109466L4	3	4-330	
	Prepare documentation/ reporting related to quality management system	109467L4	3	4-331	
	Continuous Process Improvement				
	Develop action plan for continuous improvement	109471L4	3	4-335	
	Implement process improvement measures	109472L4	3	4-336	
	Customer Experience Management				
	Provide quality services to clients	109479L4	3	4-343	
	Handle difficult customers and conflict resolution	109480L4	3	4-344	
	Conduct investigation on complaint cases and make recommendation for actions	109481L4	3	4-345	
	3	Customer Experience Management			
		Provide timely response to customers regarding their feedback and address their concerns	109482L3	3	4-346
		Implement survey to collect data on customer satisfaction	109483L3	3	4-347

9. Sales and Relationship Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
6	Sales Strategies and Implementation Plan Formulation			
	Formulate overall sales strategies for enterprise banking	109484L6	4	4-348
	Analyse business intelligence to identify new business opportunities and threats	109485L6	4	4-349
	Business Pitching			
	Determine the strategic approach in considering market niches and segments for obtaining business deals	109499L6	4	4-363
	Conduct research on performance of existing/ potential enterprise banking clients for their complex needs	109500L6	4	4-365
	Structure and put forward customized solutions for enterprise banking clients to meet their financial needs	109501L6	4	4-366
	Account Management and Customer Relationship			
	Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems	109509L6	4	4-374
	Sales Team Management			
Perform sales forecasting for enterprise banking	109520L6	4	4-386	
5	Sales Strategies and Implementation Plan Formulation			
	Analyse sales strategies of competitors	109486L5	4	4-350
	Develop marketing and promotional programmes to facilitate sales strategies	109487L5	4	4-351
	Develop sales plan and implementation details for different teams	109488L5	4	4-352
	Pre-Sale Management			
	Design sales leads generation programme to attract new prospects and retain existing valued client	109490L5	4	4-354
	Manage and coordinate the sales and promotional activities of different sales and service channels	109491L5	4	4-355
	Conduct pipeline management	109492L5	4	4-356

9. Sales and Relationship Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Business Pitching			
	Conduct company financial analysis to identify clients' needs	109502L5	4	4-367
	Present financial solutions to general enterprise banking clients	109503L5	4	4-368
	Negotiate with the clients to finalize the customized financial solutions	109504L5	4	4-369
	Gain mutual agreement and close the deal	109505L5	4	4-370
	Design and implement client's profile and sales record analytics	109506L5	4	4-371
	Account Management and Customer Relationship			
	Tailor appropriate customer services/ products for different clients	109510L5	4	4-375
	Develop cross border customer relationship through provision of market update	109511L5	4	4-376
	Provide professional advisory services to clients at different stages of the company life journey	109512L5	4	4-377
	Sales Team Management			
	Set sales targets and other performance targets for sales team or individual sales staff	109521L5	4	4-387
	Develop implementation plan to achieve sales target	109522L5	4	4-388
	Identify sales training needs and develop sales training strategies and plans	109523L5	4	4-389
	Perform sales coaching	109524L5	4	4-390
	Manage and evaluate sales performance	109525L5	4	4-391
	Develop sales related competencies of the sales force	109526L5	4	4-392
	4	Sales Strategies and Implementation Plan Formulation		
Collect, analyse and report business intelligence information on the financial needs of different client sectors		109489L4	3	4-353
Pre-Sale Management				
Conduct sales prospecting to qualify potential clients		109493L4	3	4-357
Conduct networking activities to obtain business contacts		109494L4	3	4-358
Provide support to marketing and promotion activities		109495L4	3	4-359
Disseminate promotion materials to sales staff	109496L4	3	4-360	

9. Sales and Relationship Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
4	Business Pitching			
	Provide information on clients' needs for solution development	109507L4	3	4-372
	Identify business opportunities of enterprise banking clients and make referrals	109508L4	3	4-373
	Account Management and Customer Relationship			
	Handle clients' enquiries	109513L4	3	4-379
	Manage client information and sales record	109514L4	3	4-380
	Handle feedback and complaints	109515L4	3	4-381
	Manage customer relationship professionally in accordance to their business status, rights and liabilities	109516L4	3	4-382
	Conduct customer due diligence evaluation regularly	109517L4	3	4-383
	Sales Team Management			
	Perform sales related compliance control and monitoring activities	109527L4	3	4-393
	Employ different approaches to disseminate latest product and market information	109528L4	3	4-394
	Execute regular sales planning activities	109529L4	3	4-395
	Provide regular sales related training on products, system update, compliance and internal regulations	109530L4	3	4-396
3	Pre-Sale Management			
	Organize record of sales activities and clients' data	109497L3	3	4-361
	Provide back office support to sales activities	109498L3	3	4-362
	Account Management and Customer Relationship Management			
	Carry out customer relationship management activities to maintain client relationship	109518L3	3	4-384
Generate data or report for designing customer relationship management activities	109519L3	3	4-385	

10. General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
7	Global Business Acumen			
	Formulate business strategies for the bank	109531L7	5	4-397
	Financial Technology Management			
	Develop value enhancing financial technology and digital banking policies and strategies	109575L7	5	4-443
6	Global Business Acumen			
	Anticipate global economic development	109532L6	4	4-398
	Analyse business potential of different markets/ regions	109533L6	4	4-399
	Determine approach in achieving the business strategies	109534L6	4	4-400
	Human Resources Management			
	Establish strategic human resources management policies	109538L6	4	4-404
	Formulate human capital development strategies to cope with market trends and organizational development	109539L6	4	4-406
	Financial Management and Control			
	Design financial management framework	109554L6	4	4-421
	Analyse financial status of the bank by conducting bank wide financial assessment	109555L6	4	4-422
	Corporate Social Responsibility (CSR) Fulfilment			
	Establish sustainable Corporate Social Responsibility (CSR) framework and strategies of enterprise banking	109571L6	4	4-438
	Financial Technology Management			
	Lead business related operational analysis for financial technology and digital banking initiatives	109576L6	4	4-445
	Develop breakthrough solutions by leveraging technology to enhance products and business models of the bank	109577L6	4	4-446
Develop customer and digital transformation road mapping	109578L6	4	4-447	
Lead and design process re-engineering related to financial technology development	109579L6	4	4-448	

10. General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Global Business Acumen			
	Develop business plan and action items for the identified business strategies	109535L5	4	4-401
	Monitor the implementation of business plan to ensure achievement of desired results	109536L5	4	4-402
	Evaluate achievement of business initiatives and improve their effectiveness	109537L5	4	4-403
	Human Resources Management			
	Design organizational structure	109540L5	4	4-407
	Establish and regularly review the professional ethical codes for the bank	109541L5	4	4-408
	Devise compensation and benefits scheme in alignment with business needs	109542L5	4	4-409
	Evaluate and implement learning and development policies and strategies	109543L5	4	4-410
	Establish and maintain effective human resources	109544L5	4	4-411
	Perform manpower planning	109545L5	4	4-412
	Define the job role of each position and conduct job evaluation	109546L5	4	4-413
	Conduct recruitment process	109547L5	4	4-414
	Implement and monitor performance management system	109548L5	4	4-415
	Financial Management and Control			
	Prepare budget to support business development strategies	109556L5	4	4-423
	Manage inflow cash and collection mechanisms	109557L5	4	4-424
	Manage outflow cash and disbursement mechanisms	109558L5	4	4-425
	Manage cash flow of the bank	109559L5	4	4-426
	Prepare financial statements for the bank	109560L5	4	4-427
	Execute budget monitoring and financial control	109561L5	4	4-428
	Develop mechanism and systems to manage financial information and database	109562L5	4	4-429
	Execute regulatory reporting and management reporting strategies	109563L5	4	4-430
	Manage financial and risk management information system	109564L5	4	4-431

10. General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Property Management			
	Develop plan in property management	109567L5	4	4-434
	Design workplace and work processes which can comply to occupational safety and health standards	109568L5	4	4-435
	Establish and sustain smooth supply chain of office equipment	109569L5	4	4-436
	Corporate Social Responsibility (CSR) Fulfilment			
	Develop and implement Corporate Social Responsibility (CSR) plans and activities	109572L5	4	4-439
	Establish impact assessment mechanism on Corporate Social Responsibility (CSR) programmes	109573L5	4	4-440
	Financial Technology Management			
	Identify and prioritize new technological features and alternative solutions for digital products	109580L5	4	4-449
	Execute digital usage, reporting and optimization strategy	109581L5	4	4-450
	Execute digital platform evaluation and selection	109582L5	4	4-451
	Implement and review financial technology plan	109583L5	4	4-452
	Promulgate financial technology mission of the bank and develop talents in digital banking	109584L5	4	4-454
	4	Human Resources Management		
Provide HR operation support on compensation and benefits		109549L4	3	4-416
Provide learning solutions for supporting the development of the bank		109550L4	3	4-417
Execute employee engagement plan and activities		109551L4	3	4-418
Execute disciplinary actions		109552L4	3	4-419
Corporate Social Responsibility (CSR) Fulfilment				
Promote Corporate Social Responsibility (CSR) to engage internal and external stakeholders		109574L4	3	4-442
3	Human Resources Management			
	Assist in the delivery of fringe benefit scheme and other related services	109553L3	3	4-420

10. General Management

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
3	Financial Management and Control			
	Carry out routine administration on the bank's financial database	109565L3	3	4-432
	Perform book keeping	109566L3	3	4-433
	Property Management			
	Carry out the maintenance of office equipment	109570L3	3	4-437

11. Other Generic Competencies

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
7	Business Goal Management Identify strategic opportunities on business development and formulate practical business plan	109585L7	5	4-455
6	Business Goal Management Build alignment among different teams to work towards a unified goal	109586L6	4	4-456
	Change Management Develop change management strategies	109598L6	4	4-468
5	Business Goal Management Solve problems and make decisions creatively to achieve business goals	109587L5	4	4-457
	People Management and Talent Development Supervise team members in accomplishing task assignments during the course of work	109589L5	4	4-459
	Manage work performance of subordinates and take relevant actions on sub-standard performance	109590L5	4	4-460
	Manage diversity of subordinates in different generation and culture	109591L5	4	4-461
	Develop and implement talent development activities	109592L5	4	4-462
	Support subordinates in achieving their career aspiration and personal growth	109593L5	4	4-463
	Resources Management Plan for resources allocation	109595L5	4	4-465
	Expand existing resources pool	109596L5	4	4-466
	Maximize utilization of different resources	109597L5	4	4-467
	Change Management Implement change management plan and provide support for staff adaption	109599L5	4	4-469
	Redesign work process in response to the changing environment	109600L5	4	4-470
	Manage changes in operations/ systems that affect customers	109601L5	4	4-471

11. Other Generic Competencies

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
5	Project/ Programme Management			
	Set up project/ programme team and establish infrastructure	109602L5	4	4-472
	Develop implementation plan of the project/ programme	109603L5	4	4-473
	Monitor project/ programme implementation progress	109604L5	4	4-474
4	Business Goal Management			
	Lead project team members to achieve assigned tasks	109588L4	3	4-458
	People Management and Talent Development			
	Improve team coordination and team performance	109594L4	3	4-464
	Project/ Programme Management			
	Execute the actions according to the project/ programme management plan	109605L4	3	4-475
	Assess and report the results of project/ programme	109606L4	3	4-476
	Personal Effectiveness			
	Contribute innovative ideas for improving work performance and quality	109607L4	3	4-477
	Demonstrate customer oriented behaviour to meet the bank's customer-centric value	109608L4	3	4-478
	Keep in pace with the development of financial technology to ensure one's technology proficiency	109609L4	3	4-479
	Manage self to adapt to an ever changing working environment with high level of self-resilience	109610L4	3	4-480
	Take personal commitment to strive for continuous learning and improvement	109611L4	3	4-481
	Demonstrate professional communication and interpersonal skills to effectively manage stakeholders across regions and functions	109612L4	3	4-482
	Develop multi-language capability to meet market and client needs	109613L4	3	4-483
	Upkeep multi-cultural awareness and actively manage diversity	109614L4	3	4-484
	Take personal responsibility for embedding the highest standards of professional ethics	109615L4	3	4-485

11. Other Generic Competencies

<u>QF Level</u>	<u>Function / Competency</u>	<u>UoC Code</u>	<u>Credit</u>	<u>Page</u>
4	Personal Effectiveness			
	Utilise analytical power to drive business results	109616L4	3	4-487
	Upkeep high level of team-work spirit to build team synergy for achieving better performance	109617L4	3	4-488

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

1. Title	Formulate service delivery strategies for enterprise banking
2. Code	109156L6
3. Range	Formulation of strategies for responsible areas of service delivery of enterprise banking. This applies to different kinds of enterprise banking service delivery including but not limited to cash management services, general loan and credit related services, investment and insurance services, trade finance related services, foreign exchange and money market services and general account services, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the trends and development of service delivery in the local banking industry and global market to anticipate the outlook of different service delivery modes in enterprise banking; • Understand the business environment and critically analyse information which influences the formulation of service delivery strategies, such as: <ul style="list-style-type: none"> ➤ Basic principles of different types of service delivery; ➤ Common approach and tools in service delivery; ➤ Strengths and shortcomings of the bank in different types of service delivery of the bank; ➤ Values and business strategies of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the service culture of the bank and strike a balance between costs, service quality and rewards; • Establish governance to monitor different aspects of service delivery in order to develop a service culture; • Evaluate different approaches in formulating strategies of different lines of service delivery and their performance under different scenarios in order to choose an approach which is aligned with the bank's overall business and operations strategies; • Formulate the service delivery strategies for enterprise banking based on the market trend, analytical results of business operations and service delivery and compliance requirements. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate and revise the responsible areas of service strategies timely and periodically to accommodate with the changing market environment and strategic direction of the bank; • Update the responsible areas of service strategies in accordance with changes in regulation and compliance requirements; • Develop service cultural campaigns / activities for employees to improve visibility and ownership of service delivery.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of the bank's service delivery strategies based on the research on market trends and future service delivery modes and strategies of the competitors; • Service delivery strategies developed are following external regulatory and internal compliance requirements;

	<ul style="list-style-type: none">• Development of service culture enhancement campaigns / activities for employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

1. Title	Develop service delivery policies, procedures and guidelines for respective products and channels
2. Code	109157L5
3. Range	Development of service delivery policies, procedures and guidelines for responsible areas of services covering different segments of clients. This applies to different types of enterprise banking service delivery including but not limited to cash management services, general loan and credit related services, investment and insurance services, trade finance related services, foreign exchange and money market services and general account services, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate an in depth understanding of the bank’s service delivery strategies by integrating the strategic goals into the policies, procedures and guidelines development processes; • Understand different theories and concepts related to the responsible areas of service delivery (e.g. cash management services, general loan and credit related services, trade finance related services and general account services, etc.) in order to select a most appropriate approach for the bank; • Have an in-depth understanding of the regulatory and compliance requirements related to banking services and take them as key considerations on service delivery policies, procedures and guidelines development as appropriate. (e.g. provision of the Banking Ordinance, Basel Committee on Banking Supervision, HKMA Supervisory Policy Manual, etc.) • Have sound knowledge on the factors which influences service delivery policies and procedures, such as common practices, approaches, tools and channels in delivering different types of services; and updated service delivery strategies of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate the latest development of the service delivery approaches of other competitors in the market and relevant information critically; • Conduct competitor analysis in order to determine the positioning, target segments and unique selling points of the bank’s different lines of service delivery; • Conduct research in relevant service areas (e.g. market development, business performance, customer behaviours, clients’ preference) in order to develop service delivery policies and procedures for the bank; • Evaluate the individual service delivery processes critically from start to finish and develop operational procedures of different lines of service delivery which can match with clients’ requirements. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop cohesive service delivery policies and procedures 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; • Plan the deployment of service delivery policies, procedures and guidelines and to ensure it is in line with the regulatory and compliance requirements.
7. Assessment	The integral outcome requirements of this UoC are:

Criteria	<ul style="list-style-type: none">• Developing policies, procedures and guidelines of responsible lines of service delivery based on an analysis of clients' requirements and the bank's strategies;• Selecting the most appropriate approaches of policy and procedures development based on an evaluation on different alternatives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

1. Title	Manage and monitor the service delivery performance for respective products and channels
2. Code	109158L5
3. Range	Keeping track of the policy development and setting guidelines for responsible areas of services delivery offered in different channels; managing and monitoring the provision of different lines of services to clients of enterprise banking. This applies to the area of front-line and middle-line service delivery functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in responsible areas of service delivery by reviewing market trends and taking it for consideration of service delivery policies and guidelines review; • Have a comprehensive understanding of the procedures and requirements in providing responsible areas of service delivery offered in different channels; review and monitor service delivery modes against these standards; • Recognize the functions and responsibilities of the role of a supervisor and possess the skills of directing staff members to deliver different lines of services in compliance with the bank's policies and procedural requirements. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review and validate supporting documentation of individual service transaction according to clients' instructions; • Conduct final check on client instructional mandate for validity of the bank - client contractual relationship; • Review work results of staff members on responsible areas and channels of services delivery to ensure transactions are conducted in accordance with client's instructions; • Identify deviance from planned service protocol and perform reconciliation promptly • Monitor quality level of services by implementing spot checking and routine; inspection mechanism to ensure pre-determined service quality standard is met; • Check and ensure all service transactions are performed in accordance with clients' instructions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review and re-confirm relevant legislation and regulations related to the required client documentation are fully observed in order to meet compliance needs; • Offer guidelines promptly to inform clients about the changed legal and regulatory requirements on client transactions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reviewing and monitoring the service delivery performance of staff members to ensure all transactions are processed in accordance with clients' instructions and standard services delivery procedures of the bank; • Identifying irregularities and carrying out corrective measures promptly to ensure client satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

1. Title	Review the service delivery performance for respective products and channels and make recommendations for improvement
2. Code	109159L5
3. Range	Reviewing performance of responsible areas of service transactions conducted for enterprise banking clients. This applies to different types of enterprise banking service delivery including but not limited to cash management services, general loan and credit related services, investment and insurance services, trade finance related services, foreign exchange and money market services and general account services, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in the responsible areas of service delivery by evaluating different concepts related to specific service areas in order to provide advice to clients and their business; • Understand the features of different lines of service delivery of the bank in order to compare and identify suitable solutions which can best suit the business and personal needs of clients. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Review various streams of service delivery practices by assessing the intelligence of up-to-date market developments; • Develop review schedule and actions, perform review activities as planned • Review the performance of clients' usage of requested services regularly and provide information to relevant parties to follow up; • Evaluate performance of responsible areas of service delivery to monitor whether clients' requirements and the bank standards are met; • Communicate with clients and relevant responsible parties about the performance of service transactions when it is necessary; • Review the current situations, identify impacts on clients and the bank; and determine whether changes in services offering are needed; • Review overall performance of services offered to clients, identify improvement areas and provide recommendations to clients and responsible parties. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Collect clients' comments proactively on the services offered and probe causes of deviance for further analysis; • Communicate with clients to understand their request, provide advice and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Tracking performance of clients' usage of different services offered and analysing if their needs are satisfied; • Identifying updated service needs of clients regularly and take necessary actions to ensure their changing needs are taken care of; • Provision of recommendations on service enhancement and reporting to relevant parties to follow up.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.1 Service Delivery Strategies and Management)

1. Title	Manage and monitor the daily service delivery of business centers
2. Code	109160L4
3. Range	Monitoring of frontline service delivery to enterprise clients. This applies to services delivered through the channel of business centers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the business centers' service delivery strategies by integrating the service goals into different service processes; • Demonstrate comprehensive knowledge in banking services offered to enterprise banking clients in order to ensure smooth service delivery; • Evaluate features and service offering procedures of business centers in order to identify and manage exceptional incidents. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor business centers operations and perform daily supervision on client interacting services to ensure effective services is delivered to clients; • Provide guidelines and direct business centers personnel to address clients' needs; • Implement inspection mechanism on daily operations in business centers; • Evaluate service delivery flow to ensure efficiency; • Identify deviances from standard service and operating procedures, investigate the causes and resolve the cases promptly; • Identify irregular or suspicious transactions and take appropriate action according to the bank's guidelines (e.g. report to management). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Track service quality of business centres as per defined service delivery plan and schedule and ensure the service delivery is fully complying with the compliance requirements; • Provide regular and timely report on data of service delivery activities to management or other business or operation units upon request for decisions on service enhancement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing and monitoring of services delivery activities of business centers; identifying irregularities and carrying out suitable actions to ensure smooth operations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide consultative advice and solutions on delivery of cash management services
2. Code	109161L5
3. Range	Provision of customized financial arrangement related to transforming/ streamlining treasury operations, including cross border payments, managing FX transaction risk and optimizing liquidity and working capital. This applies to different types of enterprise banking services.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts related to cash management and apply the knowledge to provide advice on liquidity, financial stability of clients and their business; • Understand the features of the whole suite of bank's cash management services and based on that to identify solutions which can best suit the specific business needs of clients; • Demonstrate proficiency knowledge on up to date development of cash management products and practices, as well as current financial and economic developments. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse clients' financial and business information for identifying their business needs; • Identify, streamline and optimize business opportunities by obtaining an understanding of clients' working capital flow; • Interpret the schedule of business cash flow and propose cash management solutions tailored to individual client; • Analyse the cash position of clients (e.g. liquidity management, days in accounts receivable, collection rates, days of cash on hand) in order to improve overall financial stability; • Provide advices on cash management and recommend suitable solutions (e.g. liquidity management, notional pooling) to help clients to improve financial stability and solvency. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor clients' working capital flow and advise them of new or alternative services to meet their cash management needs; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during service delivery; • Communicate with clients to understand their request and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of customized solutions on cash management to enhance financial control of enterprise clients; • Recommendations on cash management solutions which specify the details of cash movements (e.g. amount, timing, frequency) and rationale are proposed based on analysis of the needs and financial situation of enterprise banking clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide liquidity management services
2. Code	109162L4
3. Range	Provision of cash pooling and concentration services for enterprise clients. This applies to enterprise accounts of different types and accounts opened in different regions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirement</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand operations process of pooling and concentration and apply the knowledge to identify appropriate features and applications of liquidity management services of the bank in order to satisfy clients' need; • Understand the procedures and guidelines on liquidity management services and based on that to provide advice to clients to ensure a smooth service delivery; • Understand the tax implications of cross border / countries cash pooling and concentration hence to be able to remind the consequences to clients. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Review the cash flow of different accounts of clients and provide suggestions on account structure; • Alert clients on the tax implication of cross border / countries cash pooling and concentration; • Provide advice on the needs of clients on cash pooling and concentration in order to maximize the interest income or minimize interest payment; • Provide advice and handle clients' enquiries in order to facilitate them to make decision on cash movement between different accounts/ countries. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of service delivery; • Communicate with clients effectively to understand their needs and requests; and regularly checking their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of account structure and highlights of key information regarding fund allocation in order to allow enterprise banking clients to understand their financial situation; • Provision of suggestions and execution plan on liquidity management services to help enterprise banking clients to maximize cash efficiency.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide payment services
2. Code	109163L3
3. Range	Provision of efficient payment services covering enterprise banking account transactions via different channels (e.g. telegraphic transfer, e-banking, e-wallet, digital payment, etc.).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding in the full suite of payment services offered by the bank by applying the knowledge to define the work requirements and expectations; • Understand operational procedures of different payment services offered by the bank in order to deliver the payment services independently. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Handle cheque issuance after verifying the payment specifications (e.g. amount, payee, serial number) according to the information listed by the clients; • Handle bulk payments, e.g. supplier payments, salary payments and according to the instructions of clients; • Handle requests on employee remuneration and benefits related transactions; • Inform clients in case of insufficient funds in their accounts. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of service delivery; • Communicate with clients to understand their request and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of payment services to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide services on account receivable management
2. Code	109164L3
3. Range	Provision of account receivable services covering enterprise banking account transaction locally and/ or cross border (e.g. receivable collection from debtors, service fees) and via different channels (e.g. auto-pay, e-banking, branch, bulk cheque, bulk cash, etc.).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding in the full suite of account receivable services of the bank by performing the tasks which fulfil work requirements and expectations; • Understand operational procedures of different account receivable services offered by the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Arrange for account receivable services (e.g. membership fees, bills, premiums) according to clients' instructions (e.g. specified amount, designated dates, channels); • Handle account receivable from debtors according to instructions of clients; • Arrange for automation of bulk receivable transactions; • Process cash / cheques deposit according to bank's procedures; • Inform clients about the pricing for the transaction; • Inform clients upon receipt of the funds and handle their enquiries; • Provide detailed receivables information and tracking of collection data. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of service delivery; • Communicate with clients to understand their request and ensure their satisfaction; • Perform work duties related to receivable collection proactively and follow up with affected parties including co-workers, business partners and clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of account receivable services to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide collection and delivery services of banking items
2. Code	109165L3
3. Range	Provision of collection and delivery services of banking instruments for the enterprise banking clients. This applies to different banking items such as cash, cheque, invoices and trade documents from designated places (e.g. retail outlets) and instructions submitted through face to face, telephone or internet.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the expectations and common business requirements of enterprise banking clients on the collection and delivery services offered by the bank; • Understand collection and delivery services' operations and the related products available in the market and; • Understand operational procedures of different collection and delivery services offered by the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Communicate with clients to arrange for collecting documents based on bank instructions (e.g. collection frequency, service scope); • Communicate with clients to understand their needs (e.g. transaction pattern, volume, payment cycle) in order to determine the details of pick-up or delivery services (e.g. frequency, dates, volume) that can best match with their needs; • Arrange courier for pick-up and delivery services of cash, cheques and other banking documents from designated locations (e.g. retail outlets, clients' premises) according to clients' instructions; • Liaise with security firms in arranging cash collection services to ensure secured transportation as necessary; • Arrange for wholesale / retail lockbox services according to clients' needs in order to minimize the time of processing. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Handle the relevant transactions enquiries from clients promptly with accurate information; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of service delivery; • Communicate with clients to understand their request and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of collection and delivery services on banking items to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Report on the balance and transaction details
2. Code	109166L3
3. Range	Provision of collection services and reporting on account balance and transactions details regularly and / or upon clients' requests. This applies to enterprise accounts with transactions in bulk volume (e.g. collection from debtors, service fees) and via different channels (e.g. auto-pay, e-banking, business center, branch).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the features and services of different types of account offered by the bank in order to provide available services to clients; • Understand operational policies and procedures of collection and reporting services of the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Communicate with clients to structure the suitable reporting services (e.g. Balance reporting, transaction reports, consolidated reporting, cash position, A/R reconciliation) to provide management information useful to clients; • Arrange for issuance of account reports to clients in accordance with the agreed terms; • Provide transaction alert services via different channels (e.g. SMS, email, phone) to enable clients stay updated on the movement of funds in their accounts; • Provide account reconciliation services when it is needed; • Provide account information according to clients requests and bank's internal guidelines; • Answer enquiries regarding accounts balance, transactions and statements. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take appropriate actions and escalate to management when there are items in dispute with the clients; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of service delivery; • Communicate with clients to understand their request and to ensure their satisfaction and enhance customer experience.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of accounts and transactions reporting services to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Provide services related to interbank account transactions
2. Code	109167L3
3. Range	Provision of different types of services related to interbank deposit account / foreign exchange transactions for different types of enterprise accounts.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand key features of different types of deposit accounts in order to fulfil clients' request; • Understand different methods and channels for transmission of funds and provide suggestions to clients; • Understand the bank's procedures on processing transaction of interbank account services and foreign exchange services and complete all the documentation accurately; • Understand the relevant banking regulations (e.g. securities, privacy, anti-money laundering) in local and overseas jurisdictions to prevent breaching of law. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Handle payment of bills using deposit accounts and complete all required documentations • Arrange for overseas transfer according to clients' instruction through liaison with other local and foreign banks; • Handle clients' enquiry about the status in fund transfer and services related to interbank account; • Handle different types of transaction in different currencies which involve exchange control or regulatory requirement and complete the related forms and registration; • Sell or buy foreign currencies for foreign exchange accounts transactions, travellers' cheques and other transactional products in response to client's request. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Comply with regulatory requirements, professional ethics and internal guidelines of the bank while providing services related to interbank account; • Communicate with clients to understand their request and to ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of interbank deposit accounts / foreign exchange transactions to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.2 Delivery of Cash Management Services)

1. Title	Handle application of corporate credit card
2. Code	109168L3
3. Range	Execution of the applications of different types of credit card for enterprise banking clients.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the key features of the full suite of corporate credit card products and services offered by the bank in order to fulfil clients’ requests; • Understand the operational procedures related to corporate credit card application in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide guidance to clients to gather necessary information (e.g. bank statements, income tax return, etc.) and answer client’s enquiries related to credit card application; • Gather financial information and request necessary documents from clients and complete documentation accurately; • Contact clients for missing documents to facilitate credit checking processes; • Pass information for internal processing and act as a reference point between the internal units and clients; • Perform work procedures related to credit card account opening for clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Follow up status of applications with the internal units and notify customers the progress of applications; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank while providing services related to corporate credit card application; • Communicate with clients to understand their request and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Handling of corporate credit card applications to fulfil the requests of clients and in compliance with the bank’s guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.3 Delivery of General Loan Products and Credit Related Services)

1. Title	Provide consultative advice and solutions on delivery of general loan products and credit related services
2. Code	109169L5
3. Range	Provision of advice to prospective loan and overdraft facilities applications covering pre-application consultation such as qualifying for loans, suitable types of loan, explaining loan requirements and restrictions, etc. This applies to different loan products and loan volume.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess in-depth knowledge on the theories and concepts related to commercial credit in order to provide suitable suggestions to clients; • Demonstrate proficient knowledge in enterprise banking loan products by evaluating and compare the features of different loan products offered by the bank with clients' needs in order to structure customized financial solutions to different clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess clients' overall financial situation by reviewing earnings, assets, liabilities, business operations and other financial information deemed useful; • Assess risks appetite and risk bearing ability of client based on clients' financial status and preference; • Research, analyse and understand clients' business and their needs in order to decide on types of loan's suitability; • Estimate the nature of financing requirement e.g. period, amount, rates; • Calculate cash flow required by clients in working capital investments (e.g. trade financing); • Explain product features to clients (e.g. advantages and disadvantages of different services) and respond to their enquiries; • Provide consultative advice and solutions to clients based on the findings and analyse on the service delivery of general loan products and credit related services; • Check clients' understanding and acceptance on the recommended solutions; • Evaluate the suitability of different products according to financing needs of clients in order to provide suitable recommendation; • Provide advice on debt management plans (e.g. spending, budget) in order to assist clients to meet financial goals / debt obligation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide advisory services on the optimal financing solutions (e.g. structure, timing, size) to clients to optimize their returns and reduce funding cost; • Refer applicants to appropriate internal departments to satisfy their business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Providing initial recommendation on financing solutions of general loan products and credit related services to satisfy the financial needs of clients through the service consultation process; • Specifying details of the recommendations such as suitable loan products, terms and conditions, repayment details based on the analysis of the risks and needs of loan applicants.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.3 Delivery of General Loan Products and Credit Related Services)

1. Title	Consolidate summary of credit applications
2. Code	109170L5
3. Range	Obtaining all necessary information about applicant's financial needs and credit standing for the purpose of summarizing their credit applications. This applies to different loan products and loan volume.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge on the theories and concepts related to corporate finance in order to identify suitable alternatives to clients; • Demonstrate proficient knowledge in enterprise banking credit products by evaluating and comparing the features of different loan products offered by the bank with the clients' needs in order to identify solutions to meet clients' financing needs; • Comprehend the corporate information such as history, mode of operation, line of business, management team and other information useful for qualifying the loan application. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Explain the purpose of the loan by describing the specified capital requirement, use of loans, etc.; • Gain thorough understanding of the clients by conducting interview or factory / site / production plant visit when necessary; • Provide financial information and analysis of financial statements; and also the information about the business plans (e.g. projected income, marketing strategies, competitors analysis, customer segments); • Analyse applicants' financial status, credit and property valuations to determine feasibility of granting loans; • Estimate clients' available cash flow for meeting debt obligations; • Obtain information which may be useful for estimating the future income and debts of clients; • Consolidate the data and prepare loan reports and submit to management for approval. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Compile summary concisely and precisely in accordance to the requirements of the bank; • Get relevant departments' involvement for further verification and recommendation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of loan reports which obtain critical information for assessment of loan applications. The reports should obtain accurate information regarding the financial needs and repayment ability of clients in a precise and systematic manner to facilitate understanding and approval.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.3 Delivery of General Loan Products and Credit Related Services)

1. Title	Process operational procedures of the applications of general loan products and credit related services
2. Code	109171L3
3. Range	Provision of assistance and guidance to applicants during application process which covers provision of information, guidance in completing required documentation. This applies to different general loan products / credit related services and loan volume.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge on the theories and concepts in corporate finance in order to understand types of documents / information required to ensure the initial loan application procedures are completed; • Understand the service delivery processes of the bank's loan products and apply the knowledge to summarize features of these products and their operation procedures. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Explain relevant bank's policies, requirements and services to clients and respond to their enquiries; • Inform clients about the terms and conditions as well as the details of the loan products (e.g. fees, down payment, rates); • Obtain required information from clients (e.g. business plan, financial statements, repayment plan, collateral information) and ensure documentation are completed accurately; • Ask clients to provide additional information and supporting documentation if necessary; • Process the applications accurately in accordance with the policies and procedures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with clients to understand their request and respond promptly to ensure their satisfaction; • Observe and familiarise with the bank's privacy and data policy when collecting clients' personal information and explain to clients about the data collection purposes, data access, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of operational procedures of loan application process according to the bank's guidelines in order to ensure all information required by the banks are collected and details of the loan programmes are well communicated to applicants.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.4 Delivery of Investment and Insurance Services)

1. Title	Provide consultative advice and solutions on delivery of investment and insurance services
2. Code	109172L5
3. Range	Provision of advice on investment and insurance products and services to enterprise clients. This applies to wealth management services ranging from packaged investment products to customized structured investment products and also different kinds of investment vehicles (e.g. global investment, properties).
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge on the theories and concepts related to investment and insurance and apply them to structure a suitable wealth management proposal to enterprise clients; • Understand the features of different investment and insurance products offered by the bank in order to recommend products suitable to the clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the results of financial assessments of clients in order to have a comprehensive understanding on their needs; • Propose different investment strategies based on the analysis of important factors affecting the performance of the portfolio (e.g. risk diversification, portfolio management, risk tolerance, financial resources, financial goals); • Provide recommendation and explain the proposed investment strategies with details of financial plans (e.g. features, benefits, associated risks and technical details) to clients clearly and ensure an accurate understanding of clients; • Provide rationale and information to help customers in choosing among the different wealth management products; • Construct different alternatives and provide the comparison on needs matching, risk level and returns for clients to make the decision and close the deals. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Check understanding and explain the details of the recommended financial plans or options to ensure clients have a correct interpretation on the whole wealth management plan (e.g. service scope, fees); • Identify suitable products and services in compliance with the banking industry's suitability requirements and relevant external regulations for investment and guidelines; • Analyse and explain potential risks of the investments and reiterate the possible impacts, loss, fluctuations to clients clearly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of written reports to specify and explain recommendations of different investment, insurance or saving options based on analysis of customer's needs and risk appetite, etc.; • Presentation of different investment, insurance or saving options to clients by explaining the underlying rationale and handling their enquiries while complying with external regulations and bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.4 Delivery of Investment and Insurance Services)

1. Title	Develop service protocol of wealth management products offered by external vendors
2. Code	109173L5
3. Range	Provision of investment and insurance services to clients of enterprise banking by developing a service protocol. This applies to different financial institutions and other vendors to ensure clients' transactions can be conducted across different parties smoothly.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge on the theories and concepts related to investment and insurance and apply them to structure a suitable wealth management proposal to enterprise clients; • Understand the features of different investment and insurance products offered by the bank in order to recommend products suitable to the clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate different vendors and source appropriate investment, insurance and saving products for sale in alignment with the strategies of the bank; • Analyse characteristics of investment, insurance and saving products offered by business partners including their different systems of transaction processing and the inter-relationships between them; • Navigate and operate through relevant transaction processing systems to ensure a smooth cross boundary operation is in place; • Develop service protocol to monitor implementation of financial planning services; • Liaise with external parties (e.g. fund management agencies, insurance companies, etc.) to agree on terms on provision of products and update terms of agreement when necessary; • Negotiate terms and conditions for the protocol with the product vendors in favour of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify the different rules and regulatory requirements applicable to the products offered by the vendors and ensure they are observed in structuring the protocol; • Define the objectives and principles relating to the business venture and ensure they can be looked after in the proposal; • Negotiate with external vendors on cooperating terms and conditions that provide sufficient protection to the bank;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing a set of service protocol presented in a form of terms of agreement in compliance with the regulatory requirements for external vendors to follow.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.4 Delivery of Investment and Insurance Services)

1. Title	Provide investment and insurance related services
2. Code	109174L4
3. Range	Provision of investment and insurance services to enterprise banking clients. This applies to different types of investment and insurance such as FX, unit trust, bonds, general insurance, life insurance, warranty etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts related to insurance and insurance services in order to identify the needs of clients; • Understand the features and operational procedures of different investment and insurance products to facilitate clients' understanding and selection of appropriate products for their specific needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Obtain personal and financial information of clients / the business in order to identify their needs in investment / insurance; • Obtain necessary documentation from clients and assist them to complete all requirement forms and documents in accordance with bank's procedures; • Obtain clarification or further information from clients when necessary; • Identify investment / insurance products which can provide the best investment vehicle or protection to clients / the business; • Explain the product information to clients in details (e.g. terms and conditions, service scope, fees) to ensure their full understanding and interpretation on the investment or insurance plans or proposal; • Handle clients' enquiries, offer clarification and obtain their agreement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse and explain potential risks of the investments and reiterate the possible impacts, loss, fluctuation to clients clearly; • Provide guidance and assistance to clients during the insurance claim procedure when necessary; • Make effort to ensure the service delivery process is complied with external regulations and internal guidelines for investment (such as suitability test).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of investment and insurance services to the clients with clear understanding of clients' needs, quality service delivery and monitoring mechanism to ensure accuracy and efficiency of the services provided.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.4 Delivery of Investment and Insurance Services)

1. Title	Process applications of investment and insurance services
2. Code	109175L3
3. Range	Provision of assistance and guidance to applicants during application process in accordance with operational procedure of the bank. This applies to investment and insurance services ranging from general insurance to key shareholder insurance; and packaged investment products to customized structured investment products and applies to different kinds of investment vehicles (e.g. global investment, properties).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in investment and insurance service in order to meet the work requirements and expectations; • Understand the features of different investment and insurance products offered by the bank in order to process the application for the clients effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Request necessary documents from clients in order to complete the application for them; • Provide guidance to clients to gather necessary information (e.g. bank statements, income tax return, etc.); • Verify authenticity of the information provided by customers in accordance with the operational procedure to ensure completeness; • Follow up status of applications with the internal units and notify customers the progress of investment, insurance and deposit account applications; • Explain the documents and related information to customers (e.g. details of the services, responsibilities of the financial planner, etc.); • Handle enquiries from customers in accordance with operational procedure and product information provided by the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Comply with regulatory requirements, professional ethics and internal guidelines of the bank when executing the tasks; • Explain rights and liabilities of customers for subscribing an insurance policy and / investment transaction and the responsibilities of the bank and issuer of the policy / contract; • Take appropriate actions to ensure the customer has a clear understanding of the details of the insurance policy and / or investment contract.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparation of all necessary documents for each application of investment / insurance products; • Applications on investment and insurance products are processed in accordance with the guidelines of the bank and regulatory requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide consultative advice and solutions on delivery of trade finance related services
2. Code	109176L5
3. Range	Provision of advice on the products and services related to trade finance. This applies to different types of loans to importers / buyers, such as trust receipt financing, account payable financing, loan against import and clean import loan, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand different theories and concepts related to trade finance in order to identify the most suitable alternatives for clients; • Understand the latest development of global trade settlement, e.g. international factoring and their implications for trade finance business. <p>.</p> <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct financial analysis evaluate the financial status of clients and needs on trade finance services; • Review the sales contract and provide an initial estimation on the value of sales proceeds of goods; • Identify and collect information useful for evaluating the potential risks (e.g. risks, probability of defaults) and determine the credit line; • Negotiate with clients about the terms and conditions (e.g. fee, withdrawal charge, interest rate, credit period, repayment terms, arrangement) and handle any enquiries / issues; • Present the proposed solutions to the clients based on their needs and analysis of their financial positions and anticipated risks on trade finance services; • Coordinate and arrange terms and conditions of the trade finance credit by employing proper channels and approaches in order to ensure clients' understanding and satisfaction. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during delivery of trade finance services; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identifying and obtaining essential trade information from clients through consultation; • Assessing the clients' needs and potential risks of the loan; • Providing solutions to clients based on their needs and financial positions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide factoring services to meet the clients' needs
2. Code	109177L5
3. Range	Provision of different kinds of factoring services. This applies to different segments of enterprise banking clients.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the exporters' general requirements in factoring in order to apply the knowledge to identify individual clients' needs; • Understand the operational procedures of factoring and apply the knowledge to fit-in the clients' production processes and provide financial stability. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the regularity and volume of trade of the clients in order to identify the finance requirements of the business; • Review the nature of the business according to current information in line with the bank's requirements; • Evaluate clients' regular business payment of critical overheads according to the records of payments made and amounts outstanding; • Evaluate the financial standings of the clients to measure the risk exposure according to the bank's requirements; • Review the viability of the business opportunity with particular attention to the assets, debtors and working capital of clients; • Analyse the past payment pattern of the debtors of the clients in order to assess the reliability of their income flow; • Review the effectiveness of actual security covered over the factoring liability. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Assess the financial profitability and risk associated with each product option in line with the bank's procedures; • Explain the factoring processing procedures to clients in terms of the requirements of the bank's systems and procedures in order to check if the processes can meet their production schedule and financial needs; • Identify suitable product options which match with the clients' needs, taking into consideration with the client background and special requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of suitable types of factoring services by identifying the financial needs of clients and level of risks involved in the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide import documentary credit (DC) services
2. Code	109178L4
3. Range	Provision of import DC services related to trade finance to enterprise banking clients. This applies to DC of different types such as back-to-back DC, revolving DC, stand-by DC, transferable DC, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts related to trade finance in order to provide useful advice to clients; • Understand the features and application of different types of documentary credits in order to suggest suitable alternatives to clients; • Understand the latest development of global trade settlement methods (e.g. international factoring and their implications for trade finance business) and check clients' suitability; • Understand the process involved in a typical DC cycle and key operational procedures related to DC issuance to ensure a smooth operation process applied on clients. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Examine the sales contract for deciding the credit terms and conditions; • Obtain required documentation and information from clients in a manner which is complying with the bank's requirements; • Obtain information useful for the risk assessment of clients (e.g. credit history, country risks) to facilitate the decision on credit facility; • Provide advice on different alternatives of trade financing credit and recommend suitable trade services to clients based on the needs identified; • Provide assistance and advice to clients regarding the trade finance credit application process and handle their enquiries. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Communicate with clients clearly about the terms and conditions of DC (e.g. documentation required, types of payment) and handle any enquiries / issues; • Observe the practices guided by the International Standard Banking Practice on documentary credit.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Issuance of documentary credit with the most appropriate terms and conditions according to the situations and risks of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide export documentary credit (DC) services
2. Code	109179L4
3. Range	Provision of export documentary credit (DC) services related to trade finance. This applies to different offices of the bank or DC issued by another bank (despite the location of the issuing banks).
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts related to trade finance in order to judge the reliability of DC issued by the issuing banks; • Understand the features and application of different types of documentary credits in order to suggest suitable alternatives to clients; • Understand the latest development of global trade settlement methods, (e.g. international factoring and their implications for trade finance business) and assess their suitability for clients; • Understand the process involved in a typical DC cycle and the clients' production schedule in order to provide export documentary credit (DC) services which can satisfy the clients' needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct checking on the authenticity and reliability of the issuing banks by employing different kinds of data collection methods; • Provide recommendation on the issuing bank of the importers based on findings of the background checking; • Introduce complementary services to clients (DC safe custody, credit insurance) if necessary; • Introduce the provision of DC confirmation in order to provide clients with extra assurance of the DC. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during delivery of trade finance services; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of recommendation and advice on the issuing banks by identifying and obtaining essential background information regarding the banks; • Collection and analysis of clients' trade information from different reliable sources to ensure the accuracy and authenticity of information collected.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide import documentary collection services
2. Code	109180L4
3. Range	Provision of products and services related to trade finance. This applies to documentary collection services which include documents against payment (D/P) and documents against acceptance (D/A).
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts related to trade finance in order to provide suitable suggestion to clients; • Understand the features and application of different types of documentary collection in order to suggest suitable alternatives to clients; • Understand the latest development of global trade settlement methods, (e.g. international factoring and their implications for trade finance business) and assess clients' suitability; • Understand process involved in a documentary collection and relevant key importing schedule of the clients (e.g. roles of different parties, operation processes) hence to propose a suitable service plan. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Advise different channels (e.g. digital, mobile) of document exchange; • Present drafts to the clients (buyers) and notify them about the terms and conditions of the collection order; • Review documents sent by remitting bank to ensure they are in conformity with collection order; • Verify if the payment conditions have been met and release documents to clients (buyers); • Arrange payment to the remitting bank which fits in the clients' purchasing schedule; • Observe international rules and guidelines (e.g. Uniform Rules for Collections 522). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during delivery of trade finance services; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of documentary collection services and identify the most appropriate terms and conditions according to the situations and risks of both the clients and documents provided by the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide export documentary collection services
2. Code	109181L4
3. Range	Provision of export documentary collection services related to trade financing. This applies to documentary collection which includes documents against payment (D/P) and documents against acceptance (D/A).
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts related to trade finance in order to provide suitable suggestion to clients; • Understand the features and application of different types of documentary collection in order to suggest suitable alternatives to clients; • Understand the latest development of global trade settlement methods, (e.g. international factoring and their implications for trade finance business) and assess clients' suitability; • Understand the process involved in a documentary collection and relevant key operational procedures (e.g. roles of different parties, operation processes) in order to deliver a smooth service process. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify documentation (e.g. collection documents, bill of lading, certificate of origin, inspection certificate) from the clients (seller); • Send the documentation package to collecting / presenting bank with instructions of payment to drawee (buyer); • Pay sellers upon receipt of payment / bill of exchange from collecting / presenting banks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of trade finance services delivery; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Coordination between exporters and presenting banks to deliver a smooth service process during the exchange of documents and payments to exporters.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Process application of shipping guarantee (Import)
2. Code	109182L4
3. Range	Provision of products and services related to trade finance. This applies to the application of different types of shipping guarantee for importers / buyers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the basic knowledge on the product of trade finance in order to carry out the job which meets work requirements and expectations of clients; • Understand the latest development of global trade settlement, e.g. international factoring and their implications for trade finance business; • Understand the features and operational procedures of shipping guarantee offered by the bank in order to process the application work for enterprise banking clients effectively. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Examine the application form and documents submitted (e.g. DC, copy of bill of lading, authenticated SWIFT) to verify eligibility of clients; • Issue shipping guarantees as per client's instructions; • Negotiate with clients about the clause and conditions in shipping guarantee (e.g. indemnity) and handle their enquiries / issues; • Verify the business transactions for assessing the risk of default; • Endorse documents (e.g. advance copy bill / receipts, letters of indemnity) to allow clients to take delivery of goods; • Arrange for redemption after receiving transport documents of the clients' suppliers; • Observe specific country regulations when identifying suitable insurance plan for clients. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of trade finance services delivery; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of shipping guarantee services to enterprise banking clients which offer most appropriate terms and conditions according to the situations and risks of both the clients and documents provided.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.5 Delivery of Trade Finance Related Services)

1. Title	Provide trade protection / marine cargo insurance services
2. Code	109183L4
3. Range	Provision of trade protection / marine cargo insurance services related to trade financing. This applies to different types of insurances for exporters / sellers, such as trade credit insurance, marine cargo insurance, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts related to trade finance in order to provide suitable suggestion to clients; • Possess basic knowledge in trade finance in order to carry out the job which meets work requirements and client's expectations; • Understand the features of export insurance products offered by the bank in order to recommend products that provide the best protection to clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify the specific needs of exporter clients in order to provide tailored solutions; • Provide export advice in the area of insurance coverage to ensure adequate protection is acquired at a cost-effective way; • Collect information on business cargo such as the size, value and itinerary in order to provide suitable insurance services; • Get agreement with the clients on the terms and conditions of the insurance based on the clients' business requirements and the risk exposure (e.g. coverage, pricing). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Introduce digital trade service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of trade finance services delivery; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of export insurance services to clients by identifying the most appropriate terms and conditions according to the situations and risks of clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.6 Delivery of Foreign Exchange and Money Market Related Services)

1. Title	Provide consultative advice and solutions on delivery of foreign exchange and money market related services
2. Code	109184L5
3. Range	Provision of advice on foreign exchange and money market related services and customization of foreign exchange products for enterprise clients. This applies to different kinds of foreign exchange products in different currencies.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in global forex market and currency trading in order to provide suitable suggestion to clients; • Understand features and applications of different types of foreign exchange products in order to elaborate the pros and cons of each and suggest suitable alternatives to clients; • Possess Knowledge on the factors which might affect foreign exchange risk and cause fluctuations in currency markets. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate the business operations of clients and identify the detailed specifications of their demand on different foreign currencies; • Evaluate the exchange rates fluctuation between currencies and identify the possible impacts to clients; • Estimate effect on clients' assets, profits and cash flow when there are changes in respective exchange rates; • Compare the features of different foreign exchange and money market related products and based on that to analyse the foreign exchange risks clients exposed to; • Provide proposed solutions to clients based on their needs and financial positions. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop appropriate strategy for mitigating foreign exchange risks in accordance with clients' specific needs; • Provide advisory services on hedging foreign exchange exposure (e.g. estimate total value of business components exposed to foreign exchange risk); • Advise clients on taxation issues in relation to foreign exchange products and markets in which they operate.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of foreign exchange solutions and risk management measures based on analysis on the business operations of clients and foreign exchange risks of the specific deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.6 Delivery of Foreign Exchange and Money Market Related Services)

1. Title	Provide currency trading services
2. Code	109185L3
3. Range	Execution of currency trading services. This applies to trading of different currencies and transactions via business centers, phone banking or digital banking.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess basic knowledge in foreign exchange market in order to carry out the job which meets work requirements clients' expectations; • Understand international practices and licensing / regulatory requirements of different regulatory authorities; • Understand features and operational procedures of currency trading service of the bank in order to carry out the job effectively. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Confirm clients' requirements and calculate the cost of foreign currency according to the current exchange rates and commission charges; • Quote the buying and selling rate of different currencies and inform clients; • Confirm with relevant parties about bank's availability of funds for foreign exchange; • Complete the related documents and explain the key information to clients; • Arrange the deal preparation and monitor the currency trading transactions conducted by clients via digital banking channels; • Operate the till according to the bank's guidelines and procedures; • Close and balance the till and resolve any identified errors; • Inform clients about the fees and relevant taxation obligations. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to</p> <ul style="list-style-type: none"> • Maintain appropriate cash levels in the till according to the bank's approval level; • Introduce digital trading service channels of the bank and educate clients to use them for their convenience; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during delivery of currency trading services; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of currency trading services as per instructions of clients and ensure the transactions are conducted in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery

(Key Function – 1.7 Delivery of Account Services)

1. Title	Provide consultative advice and solutions on delivery of account services
2. Code	109186L5
3. Range	Provision of professional advice on account services to meet the unique business and personal financial needs of clients. This applies to different types of enterprise banking accounts.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts related to account services management and apply the knowledge to provide advice on liquidity, financial stability of clients and their business; • Understand the features of the whole suite of bank's cash management services and based on that to identify solutions which can best suit the specific business needs of clients; • Possess knowledge on up to date information related to the development of cash management products and practices, as well as current financial and economic developments. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse clients' financial and business information for identifying their business needs; • Understand business and personal needs on account services and propose proper solutions tailored to individual client; • Provide advices on account services and recommend suitable solutions (e.g. standing instructions, automatic payment services, interval of account statement, account transactions report, remittance services, etc.) to help clients to improve financial stability and recording. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Advise them of new or alternative services to meet their cash management needs; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during the course of providing advisory services; • Communicate with clients to understand their request and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of customized solutions on account services to enhance liquidity and administrative convenience of enterprise banking clients; • Proposal of account services solutions which specify the details of services (e.g. amount, timing, frequency of standing instructions, automatic payment services, account statement, account transactions report, remittance services, etc.) and rationale are developed on the basis of comprehensive analyses of the business needs and financial situation of enterprise banking clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.7 Delivery of Account Services)

1. Title	Promote enterprise banking products and services in business centers
2. Code	109187L4
3. Range	Organising of promotional activities in business centers. This applies to different kinds of promotional activities within a business center context and different kinds of enterprise banking products and services.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the types of products and services offered by the business centers in order to facilitate and arrange the promotion; • Understand the sales plan of the business centers, including the objectives, targets, resources and major approaches, etc. in order to arrange suitable promotional activities; • Understand the characteristics of different promotional methods in order to identify suitable activities for the sales plan of the business centers. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Liaise with product development teams and sales teams to identify suitable promotional activities carried out in the business centers; • Prepare the activity plan and ensure adequate and appropriate promotional materials are displayed and distributed; • Monitor the operation of promotional activities; identify potential problems and carry out remedial actions when necessary; • Prepare reference information to instruct business centers personnel to introduce the needs matching features of the promoted items of products and services to customers; • Review result of promotional activities and make suggestion. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comply with the ethical standards and regulatory requirements to ensure products and services recommended to clients are matched with their profiles and needs (suitability test).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting promotional activities in business centers and providing suitable resources to facilitate the activity. Moreover, suitable remedial actions are executed to ensure a smooth operation when necessary; • Providing accurate and adequate information to customers during the promotion.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.7 Delivery of Account Services)

1. Title	Open, maintain and terminate different accounts
2. Code	109188L3
3. Range	Provision of account services for general enterprise banking clients in the areas of establishing, monitoring and closing bank accounts. This applies to different types of deposit, loans and / or bills accounts of general enterprise banking clients.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess basic knowledge in the account services designated to enterprise banking clients in order to meet the standards of the bank while performing the tasks; • Understand the features and operational procedures of different account services of the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Obtain basic personal and business information in order to understand clients' needs in account services; • Open accounts for clients and verify their eligibility in accordance with banking regulations (e.g. KYC), internal guidelines and relevant regulations (e.g. PDPC); • Obtain customer details and prepare documentation as required in opening of different bank accounts; • Present information on services, terms and conditions of the accounts clearly to ensure understanding; • Arrange for delivery of account documentation and facilities (e.g. cheque books, cards); • Obtain authorization; • Maintain comprehensive records of account transactions and report to management when irregularities are identified; • Ask appropriate questions to understand why customers would like to cancel the account and propose alternative solutions if necessary; • Execute the procedures in accounts termination according to the bank's stated guidelines. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Open, maintain and terminate accounts in compliance with regulatory requirements, professional ethics and internal guidelines of the bank; • Process account opening, maintenance and termination processes with a positive mindset and full preparation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of account opening, maintenance and termination in accordance to clients' requests or the bank's decision in compliance with the regulatory requirements and the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1. General Enterprise Banking Service Delivery
(Key Function – 1.7 Delivery of Account Services)

1. Title	Provide account services over the counter in business centers
2. Code	109189L3
3. Range	Delivery of frontline business centers services including handling of account transactions, explaining product features and answering enquiries regarding enterprise banking products and services. This applies to different kinds of enterprise banking accounts.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding in the full suite of business centers services offered by providing services to clients which meet all the work requirements and bank expectations; • Understand operational procedures of different business centers services offered by the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Handle clients' deposit and complete their instruction on deposit withdrawal accurately; • Confirm the transaction amounts and balances are accurate; take appropriate action in case of discrepancies; • Arrange for payment transaction (e.g. payment by instalment, auto-pay) according to clients' instruction; • Operate currency accounts according to clients' instructions; • Take necessary actions to ensure all forms and documents are accurate; • Handle clients' requests to extend account facilities; • Identify the reasons of failed payments and follow up with appropriate parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Perform cross-selling to promote enterprise banking products and services; • Introduce trading platform and digital service channels of the bank and educate clients to use them if necessary; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank during delivery of business center services; • Build effective relationship with clients to cultivate customer loyalty.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of business centers services to fulfil the requests of clients and make effort to ensure they are in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.1 Institutional Banking Services)

1. Title	Design structured deposit account services to meet the specific needs of institutional clients
2. Code	109190L6
3. Range	Development of customized account services to satisfy the specific needs of institutional clients. This applies to account services for different kinds of institutional banking clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the latest product and service development for institutional clients and based on that to develop new products to satisfy their needs; • Understand the macro environment and apply the knowledge to identify the trends on different factors (e.g. political, economic, social, technological), which may affect the financials needs of institutional clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Structure the approach in communicating with institutional clients in order to identify useful information for understanding their business / operations; • Conduct comprehensive evaluation on the business / operations of institutional clients in order to identify their unique needs in account services; • Cooperate with the relevant parties to determine the policy and operational procedures in offering account services to institutional clients; • Evaluate the cash inflow and outflow schedule of the clients and identify account services that are suitable for them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recognize the genuine needs of institutional clients and cooperate with the relevant product specialists to structure customised products for them; • Estimate the invested resources and pricing on the services to ensure an adequate profit margin to the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of account services together with the corresponding terms and conditions tailored to the unique needs of institutional clients; • Development of tailored account services based on critical analysis of the business and operational needs of the institutional clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.1 Institutional Banking Services)

1. Title	Formulate customized financial risk management services to institutional clients
2. Code	109191L6
3. Range	Formulation of creative measures to manage the financial risk of institutional clients. This applies to different kinds of financial risks exposed to institutional clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in risk management by applying it to estimate the degree of financial risks exposed to institutional clients; • Understand the macro environment and forecast development trends of different factors (e.g. political, economic and social) which may affect the risks position of institutional clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate critically the financial status of institutional clients and identify the various risks they are exposed to; • Conduct comprehensive analysis on the business and operation of institutional clients in order to identify high risk areas for risk management; • Cooperate with relevant product specialists in order to structure the risk management products and services according to the needs of the enterprise clients; • Cooperate with relevant parties to determine the policy and operational procedures in offering risk management services to institutional clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recommend solutions in managing the various financial risks (e.g. credit derivatives, hedging, DCM / ECM) in order to protect the interest of the bank; • Evaluate critically the relevant regulations and the political implications (especially government and statutory bodies) when providing risk management advice to institutional clients across geographies and jurisdictions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of creative solutions to minimize and manage the financial risks of institutional client. These should be based on critical analysis on the business and operational needs of the institutional clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.1.1 Institutional Banking Services)

1. Title	Structure customized cash management services for institutional clients
2. Code	109192L6
3. Range	Development of customized cash management services to satisfy the specific needs of institutional clients. This applies to cash management services for different kinds of institutional clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the latest product and service development for institutional clients and based on that to develop customized cash management products and services to satisfy their needs; • Understand the macro environment and apply the knowledge to identify the trends on different factors (e.g. political, economic, social, technological), which may affect the financials needs of institutional clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Structure the approach in communicating with institutional clients in order to identify useful information for understanding their business / operations; • Conduct comprehensive evaluation on the business / operations of institutional clients in order to identify their unique needs in cash management services; • Evaluate the cash inflow and outflow schedule of the clients and identify cash management services that are suitable for them; • Cooperate with the relevant product specialists in order to structure the cash management products according to the needs of the institutional clients; • Cooperate with the relevant parties to determine the policy and operational procedures in offering cash management services to institutional clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Estimate the invested resources and pricing on the services to ensure an equitable deal offered to institutional clients and adequate profit margin to the bank; • Make effort to ensure that the customized cash management services are coherent and supportive to the bank's value, strategic plan and changing business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of cash management services together with the corresponding terms and conditions tailored to the unique needs of a particular institutional client. These should be based on critical analysis on the business and operational needs of the institutional clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.1 Institutional Banking Services)

1. Title	Manage third-party depository transactions for securities and futures trading companies
2. Code	109193L5
3. Range	Managing the account transaction process for securities and futures trading companies. This applies to transactions on third-party depository to corporate investors.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in services related to institutional clients by applying it to formulate suitable products to satisfy securities and futures trading companies' needs; • Understand regulatory standards governing the third-party depository transactions of financial institutions and based on that to identify the impacts on the bank's offering of institutional banking products; • Possess knowledge on up-to-date information related to the development of the banking industry and changing customer profiles in institutional banking in order to re-evaluate the bank's positioning and identify areas for improvement. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify and obtain the necessary information from the securities and futures trading companies' clients in an accurate manner; • Analyse the unique needs and requirements on securities and future trading companies in order to customize services to them; • Oversee the execution of the depository transaction according to the client's instructions in an accurate and professional manner; • Manage the different kinds of risks (e.g. counter-party risks) associated with the transaction and identify possible solutions to mitigate the risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage third-party depository transactions with an aim to address genuine needs of securities and futures trading company clients and provide sound solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing the third-party depository transactions for securities and futures trading companies. These should be based on analysis on the unique needs of the corporate investors and monitoring of the whole transaction process.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.2 Delivery of Corporate Loan Products and Credit Related Services)

1. Title	Provide strategic financial advice on capital structure and financial solutions
2. Code	109194L6
3. Range	Formulation of financing recommendations to enterprise clients. This applies to loan products and credit related services generally required by large corporation such as syndicated loan.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in corporate finance by providing suitable recommendations on optimize capital structure; • Possess specialized knowledge in accounting and statistics in order to evaluate the different means of financing; <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the financial statements and other relevant information of the business in order to assess its capital structure and provide recommendation on the financing solutions; • Estimate the value of the business by employing different valuation techniques (e.g. NPV) and evaluating factors that may affect the current and future performance of the business; • Evaluate the amount required and costs to be incurred regarding different sources of funding, e.g. trade, debt, capital market, structured finance, equity, etc. by employing different concepts and techniques related to capital budgeting; • Estimate the net working capital required by the business and provide recommendation on working capital management; • Cooperate with product specialists to provide recommendation on financing by assessing the risk appetite and liquidity position of the business as well as the current market conditions; • Analyse the solvency and financial risks of the business by considering both on-and-off balance sheet obligations and future cash available for debt servicing. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on the future earning abilities and liquidity of the business in order to assess the risks and readiness in repayment as a risk management initiative of the bank; • Evaluate the viability of various financing options (e.g. bond, syndicated loan) under the prevailing market condition and recommend the most suitable and cost effective solutions to clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of recommendation on financing solutions to cater to the needs of enterprise clients; • Development of financing recommendations based on sophisticated calculation of the financial needs of the clients, projection of future earning abilities and estimation of degree of risks involved, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.2 Delivery of Corporate Loan Products and Credit Related Services)

1. Title	Provide professional advice on the structure of large scale project financing and financial modelling
2. Code	109195L6
3. Range	Providing large scale project financing solutions to large corporate clients. This applies to working capital financing for enterprise clients which covers project financing.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in project finance by applying it to structure the project loans undertaken by large corporate clients; • Possess comprehensive knowledge in accounting in order to analyse the clients' financial information; • Demonstrate comprehensive and specialized knowledge regarding the full range of the bank's product suite in project finance by recommending suitable solutions to large corporate clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop communication strategies and conduct meetings with enterprise clients and build a trusting relationship with them in order to obtain useful information to understand their financial needs; • Evaluate the strategies and operations of the businesses in order to estimate the repayment ability of the enterprise clients; • Cooperate with product specialists to provide recommendation on project financing by assessing the risk appetite and financial viability and liquidity position of the business as well as the current market conditions; • Integrate all data and conduct analysis in order to determine the details of the financing project (e.g. repayment, security structure, price tenor and relevant financial / project covenants). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify factors that may affect the business of the applicants and construct a model to predict the default probability of applicants during different scenario; • Review the advantages and weaknesses of the financing options recommended and adopt the most reliable measure to make necessary amendment; • Demonstrate full consideration of all aspects of influencing factors when proposing project financing options.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of professional advice on the financing solutions to large corporate clients; • Recommendations of project financing are formed based on the evaluation of the project details, repayment abilities and business outlook of the clients, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.3 Delivery of Investment Services to Large Corporate Clients)

1. Title	Provide recommendations on delivery of structured related investment services for large corporate clients
2. Code	109196L6
3. Range	Providing recommendations on investment plan of structured products. This applies to different kinds of structured investment products for enterprise clients usually with large amount of capital reserve for investment.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different theories and concepts related to investment, portfolio management and assets allocation and apply the knowledge to provide suitable suggestion to clients; • Demonstrate professional knowledge in financial engineering by structuring sound solutions to satisfy clients' needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the business strategies and operations of the clients in order to identify their needs in structured products; • Anticipate future development in the operating environment faced by the clients' business and identify the possible impacts and financial implications; • Analyse the probability and severity of potential risks faced by the clients and identify suitable structured products in managing the risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Coordinate with product specialists to develop structured products tailored to the needs of clients; • Develop written or oral reports on financial needs analysis to facilitate clients' understanding and decision making in investment; • Demonstrate communication and interpersonal skills in order to obtain the trust of clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of investment plan on structured products. These should be based on evaluation on the business needs of clients, the features and risks of different structured products, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 1a Other Services on Enterprise Banking Service Delivery (for Large Corporations)

(Key Function – 1a.3 Delivery of Investment Services to Large Corporate Clients)

1. Title	Provide recommendations on investment opportunities in global assets for large corporate clients
2. Code	109197L5
3. Range	Provide recommendations on investment opportunities in global assets. This applies to different kinds of global assets regardless of its geographical locations for large corporate enterprise clients with large amount of capital reserve for investment.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the theories and concepts related to cross boundaries investment, complex portfolio management and global assets allocation and apply the knowledge to formulate investment recommendation for large corporate clients; • Demonstrate an in-depth understanding of the features of different types of global assets and evaluate them critically to identify suitable products for large corporate clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the business and growth strategies of clients' business and obtain relevant information from different sources to assess the investment objectives; • Analyse the existing investment portfolio of the clients in order to verify the needs in diversification; • Evaluate the product features of different global assets in order to identify investment opportunities which can enhance the performance of clients' portfolio; • Conduct cash flow analysis on business and identify suitable products for optimizing the use of surplus cash and enhance returns to clients; • Analyse research reports on the performance of global assets in order to recommend suitable investment alternatives for the clients; • Evaluate the features of different global investment products in order to recommend suitable investment vehicles to satisfy the unique needs of the clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate the investment proposals to clients and present the technical details in a clear and systematic manner to ensure clients' understanding; • Communicate the possible risks and benefits of different investment plans and ensure clients have an accurate and complete understanding on the potential consequences.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of recommendations of investment alternatives in global assets to large corporate clients; • Investment recommendations and underlying rationale are developed based on evaluation of the clients' businesses, existing portfolio, financial objectives and features of different global assets.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.1 Operations and Support Strategies and Management)

1. Title	Formulate operations and support strategies for enterprise banking
2. Code	109198L6
3. Range	Formulation of strategies for responsible areas of operations and support of enterprise banking. This applies to different kinds of enterprise banking operations and support including but not limited to operations and support in business centers, cash management and account transactions processing, general loan products and credit related transactions processing, investment and insurance transactions processing, trade finance transactions processing, and foreign exchange and money market related transactions processing, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the trends and development of operations and support in the local banking industry and global market and apply the knowledge to anticipate the outlook of different transactions modes in enterprise banking; • Understand the operations environment to critically analyse factors which influences the formulation of operations and support strategies, such as: <ul style="list-style-type: none"> ➤ Basic principles of different types of operations and support; ➤ Common approach and tools in operations and support; ➤ Strengths and shortcomings of the bank in different types of operations and support; ➤ Values and business strategies of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess the service and operations culture of the bank and strike a balance between costs, service quality and rewards; • Evaluate different approaches in formulating strategies of different lines of operations and support and their performance under different scenarios; • Formulate the strategies with details and directions for the respective operations and support units to follow in alignment to the bank's overall business strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate the strategies timely and periodically to accommodate with the changing market environment and strategic direction of the bank; • Evaluate the pros and cons among different factors during the strategy formulation, such as cost, profitability, service quality and risks control in operations and support strategies development; • Update the responsible areas of operations strategies in accordance with changes in regulation and compliance requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of the bank's operations and support strategies based on the research on market trends, future service and operations modes, strategies of the competitors and in alignment to the bank's overall business strategies; • Updating operations strategies in alignment with the changes in regulations and compliance requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.1 Operations and Support Strategies and Management)

1. Title	Develop operations and support policies, procedures and guidelines for respective products and channels
2. Code	109199L5
3. Range	Developing the operations and support policies, procedures and guidelines for responsible areas of operations covering different segments of clients. This applies to operations and support in business centers, cash management and account transactions processing, general loan products and credit related transactions processing, investment and insurance transactions processing, trade finance transactions processing, and foreign exchange and money market related transactions processing, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the bank’s operations and support strategies by integrating the strategic goals into the policies, procedures and guidelines development processes; • Understand different theories and concepts related to the responsible areas of operations and support and evaluate their practical applications for the purpose of selecting a most appropriate approach for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the latest development of the service delivery and operations approaches of other competitors in the market and consider these as key factors to determine the bank’s operations and support policies and procedures; • Evaluate the individual operational processes from start to finish; • Evaluate information critically which influences operations and support policies and procedures, such as common practices, approaches and tools in carrying out different lines of operations; and updated operations and support strategies of the bank; • Conduct competitor analysis in order to determine the positioning, target segments and unique selling points of the bank’s different lines of operations and support; • Conduct research in relevant operations areas (e.g. market development, business performance, clients’ behaviours, clients’ preference) in order to develop operations and support policies and procedures for the bank; • Develop operational procedures of different lines of operations which can match with clients’ requirements. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop cohesive operations and support policies and procedures 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; • Plan the deployment of operations and support policies, procedures and guidelines and to ensure it is in line with the regulatory and compliance requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing policies, procedures and guidelines of responsible lines of operations based on an analysis of clients’ requirements and the bank’s strategies; • Selecting the most appropriate approaches of policy development based on an evaluation on different alternatives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.1 Operations and Support Strategies and Management)

1. Title	Manage and monitor operations and support performance for respective products and channels
2. Code	109200L5
3. Range	Managing and keeping track of the performance and effectiveness in the responsible areas of operations and support functions. This applies to the performance of operations and supporting activities in business centers, cash management and account transactions processing, general loan products and credit related transactions processing, investment and insurance transactions processing, trade finance transactions processing, and foreign exchange and money market related transactions processing, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in responsible areas of operations and support by identifying / reviewing the latest market trends and taking it for consideration of operations and support policies and guidelines review; • Have an in-depth understanding of the procedures and requirements in carrying out responsible areas of operations offered in different channels; review and monitor operational performance against these standards; • Recognize the functions and responsibilities of the role of a managerial personnel and possess the skills of directing staff members to implement different lines of operations in compliance with the bank's policies and procedural requirements. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review and validate supporting documentation of individual operational process according to clients' instruction; • Conduct final check on client instructional mandate for validity of the bank - client contractual relationship; • Review work results of staff members on responsible areas and channels of operations to ensure the processes are conducted in accordance with client's instructions; • Identify deviance from standard operations procedures and perform reconciliation promptly. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor quality level of operations by implementing spot checking and routine inspection mechanism to ensure pre-determined service standard is met; • Review and re-confirm relevant legislation and regulations related to the required client documentation are fully observed in order to meet compliance needs; • Offer guidelines promptly to inform responsible parties about the changed regulatory and internal requirements on processing operational transactions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reviewing all transactions processed by staff members to ensure they are conducted in accordance with clients' instructions and standard operational procedures of the bank; • Checking staff members' transactions to ensure they are accurately processed and documented as instructed by clients in accordance with the bank's policies and procedures.

8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.1 Operations and Support Strategies and Management)

1. Title	Review performance and effectiveness of operations and support for respective products and channels
2. Code	109201L5
3. Range	Reviewing performance of responsible areas of operations and support executed for enterprise banking clients. This applies to the operations and supporting activities in business centers, cash management and account transactions processing, general loan products and credit related transactions processing, investment and insurance transactions processing, trade finance transactions processing, and foreign exchange and money market related transactions processing, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in responsible areas of operations and support by reviewing the latest market trends and taking it for consideration of operations and support policies and guidelines review; • Have an in-depth understanding of the procedures and requirements in carrying out responsible areas of operations offered in different channels; check and monitor operational performance against these standards. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop review schedule and actions; • Review the performance of responsible lines of operations regularly as planned and provide information to relevant parties to follow up; • Evaluate performance of responsible areas of operations and support to monitor whether clients' requirements and the bank standards are met; • Communicate with clients and relevant responsible parties about the performance of operations processing when it is necessary; • Review the current situations, identify impacts on clients and the bank; and determine whether changes in operations modes are needed; • Review overall performance of operations and identify improvement areas and provide recommendations to responsible parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Collect clients' and business partners' comments proactively on the operations modes and probe causes of deviance for further analysis; • Communicate with clients and business partners to understand their request, provide advice and ensure their satisfaction.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluating effectiveness of operational processes and analysing if performance standards are met; • Identifying improvement areas regularly and take necessary actions to ensure changing requirements of clients and business partners are taken care of; • Provision of recommendations on operational efficiency enhancement and reporting to relevant parties to follow up.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.2 Operations and Support in Business Centers)

1. Title	Develop operations and support policies, procedures and model for business centers
2. Code	109202L6
3. Range	Participation in the development of products and services offered to clients via different business centers in a region. This applies to different kinds of products and services provided via the channel of business centers which cover different segments of enterprise banking clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the economic and market outlook and apply the knowledge to identify the impacts on enterprise banking; • Possess product knowledge and their operational processes and based on that to forecast the service volume and operational activities at the business center. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate critically the clients' profile of business centers (e.g. business profile, industry, turnover, behavioural pattern) and conduct segmentation analysis in order to anticipate their needs in banking services; • Evaluate financial behaviours patterns of business centers' clients in order to estimate the types of products and services required by the clients; • Conduct research to evaluate existing operations policies and procedures in the market and keep updated with new developments in financial services to enterprise clients; • Formulate the operations modes and standards of the business center according to the strategic direction and positioning of the bank; • Anticipate the future operations requirements in enterprise banking and incorporate into the business center's service and operations strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate features of bank's operations modes against clients' needs and identify gaps; • Liaise with operations specialists to develop / revise operations modes to satisfy clients' demand.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Construction of operations models for different business centers in accordance with the bank's strategies; • Operations processes are designed based on an in-depth analysis of clients' characteristics and the estimation of current and future needs of different segments of enterprise clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.2 Operations and Support in Business Centers)

1. Title	Plan and implement operations and support actions for business centers
2. Code	109203L5
3. Range	Development and planning of the operations functions regarding the operation and support policies formulated for business centers. This includes, but not limited to, the computer systems application, legal support, general support, management support, procurement, internal control, operation capacity projection, service channel coordination etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the client profile and based on that to analyse the needs of enterprise clients to ensure a smooth delivery of services via effective operations; • Possess an in-depth knowledge of the product features of the bank and operational procedures of business centers to identify and manage exceptional incidents. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish service pledge according to customers’ requirements / needs; • Understand the normal service level and identify resources required; • Conduct resources planning to ensure adequate level of capacity to cope with the changes in business volume; • Coordinate with internal and external parties to ensure effective and efficient systems are in place to support business operations; • Develop the plan and implement the defined actions accordingly with regular review; • Provide co-worker’s with relevant knowledge on the related procedures and regulations of different products and services; • Answer enquiries from frontline staff and / or customers regarding the procedures and regulations of different products and services. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Establish mechanism to ensure quality services are delivered at the business centres exceeding clients’ expectation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Operation capacity planned to strike a balance between changing business volume requirement at contingent situations and cost factors consideration; • Responsible parties are well trained to answer the enquiries in regards to the procedures and regulations of different products and service operations accurately; • Provision of reports on operational activities within the time limit as specified by the bank’s policy upon requests of stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.2 Operations and Support in Business Centers)

1. Title	Manage the operational risks of business centers
2. Code	109204L5
3. Range	Designing detailed daily operations procedures regarding the operation and support policies formulated for business centers. This includes, but not limited to, the operation plans and processes concerning customer account transactions, back office procedures, banking machine operation, bank notes handling, customer service delivery, transaction voucher processing, accounting entries and booking, exceptional transaction reporting etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in business center management by assessing clients' needs and design suitable operation model for the bank; • Understand the existing operation model of the business centers and apply the knowledge to identify and specify the potential risks. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Design operational risk assessment models to plan for the actions in preventing and mitigating operational risks; • Build mechanism to ensure that relevant parties are notified when operational incident arises; • Execute business self-checking mechanism to ensure the operational risks involved are properly managed; • Establish business continuity plan to cater for disaster recovery and offer training to the staff of the business centers; • Implement internal control and audit activities by referring to relevant policies, procedures, operation records / files or regulatory policies; • Design models in data recording and ensure that data of operational activities is inputted and maintained. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate operation procedures and make necessary changes to ensure smooth running of different operations; • Review regularly to ensure operations and / or service standards in different channels are complied with regulatory requirements and internal standards.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identifying, assessing and monitoring the operational risks in business centers in according to the bank's risk assessment model and taking necessary actions for risk mitigations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Perform checking on cash management and account transactions
2. Code	109205L4
3. Range	Supervising and checking cash management and account transactions. This applies to the entire process of cash management transactions in the various channels and to different segments of enterprise clients.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in different concepts related to cash management by providing advice on the operation processes of cash management transactions; • Understand the operational procedures and features of the whole suite of bank's cash management processing transactions and apply the knowledge to handle enquiries and irregular circumstances; • Possess knowledge in relevant regulations and code of conduct in processing transactions and apply it to identify their implications on cash management services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide approval for different types of entries, checks, draft or act as an authorized signer when necessary; • Monitor the transactions to ensure compliance with standard operating procedures; and carry out suitable actions to deal with emergency and exceptions; • Track and analyse in details related to the inward and outward cash flows; • Identify deviances from standard operating procedures or suspicious transactions and to conduct investigation or carry out rectifying actions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review the job performance of staff and oversee their job execution to ensure they have complied with the relevant regulations and code of conduct; • Provide coaching to staff with substandard performance and help them to identify areas that require improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Supervising the entire process of cash management transactions processing to ensure accuracy and compliance with the internal or external regulations; • Identifying and handling irregular circumstances to ensure service quality and smooth delivery of services to meet clients' satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Process deposit and withdrawal transactions
2. Code	109206L3
3. Range	Processing the whole range of account transactions for enterprise banking clients. This applies to enterprise clients of different segments and instructions provided in different channels (e.g. face to face, internet, phone).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the key features and operational procedures of the full suite of account services offered by the bank and apply the knowledge to process the transactions accurately; • Understand the procedures in account services processing and carry out different account services according to the bank’s internal procedures and guidelines. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Perform thorough checking to ensure that relevant forms are completed for different kinds of counter services (e.g. withdrawal, deposit, fund transfer, account opening or deposit contract renewal, check book application, foreign exchange and sales of transactional products, etc.); • Verify authenticity of information submitted by clients against account mandate and request for further information if necessary; • Perform checking on checks collected and verify the information presented on the checks before payment or deposits; • Process transactions in current accounts, savings account, time deposit, drafts and checks in accordance to standard operation procedures; • Process checks, drafts and overdrafts forms and documents in accordance to standard operation procedures; • Calculate and review the amounts of interest receivable of different accounts and interest charges on overdrawn accounts. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Follow the relevant regulations and code of conduct (e.g. Anti-bribery, corruption, misrepresentation, etc.) when processing transactions and handling clients’ personal data ; • Process transactions according to clients’ instructions and ensure that compliance of established standards is met; • Seek proper authorization when withdrawal of funds exceeds the limits stated in the bank’s policy.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of account services to fulfil the requests of clients and in compliance with the bank’s guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Process remittance transactions
2. Code	109207L3
3. Range	Processing the whole range of remittances transactions for enterprise clients. This applies to instructions of different segments of enterprise banking clients provided through different channels (e.g. face to face, internet, phone).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the relevant regulations and code of conduct in handling remittance transactions; • Understand the principles and procedures in remittance transactions in order to execute the tasks independently; • Comprehend 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; • Recognize the characteristics of using different channels to process the transactions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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.) in according to the legal requirements relating to remittance payment transactions and negotiable instruments involving foreign currencies; • Provide necessary assistance to local as well as overseas clients and answer their enquiries; • Prepare for exchange control forms and correspondences; • Follow up on any outstanding items and unpaid remittances properly; • Record and file entries of relevant remittance transactions properly. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Process incoming and outgoing payment or transaction orders appropriately with proper verification procedures; • Take necessary actions to ensure the process of local clearing and cross border settlements following the bank's standard operation procedures; • Keep proper records for all necessary supporting documents and vouchers related to the remittance transactions in accordance to the bank's standard procedures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of remittance services to fulfil the requests of clients and ensure the transactions are processed in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Process payment transactions
2. Code	109208L3
3. Range	Processing the whole range of payment services for enterprise clients. This applies to enterprise clients of different segments and their instructions provided in different channels (e.g. face to face, internet, phone).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand key features and operational procedures of the full suite of payments services offered by the bank and apply the knowledge to process the transaction accurately; • Understand the legal requirements and internal standards and process different transactions related to payment services according to regulatory requirements and the bank's internal procedures and guidelines; • Comprehend different payment methods and have a thorough understanding of the banking practice and a basic knowledge of law relating to the transactions; • Recognize the characteristics of using different channels to process the transactions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Take necessary actions to ensure all required documentation are submitted and compiled correctly; • Verify authenticity of information submitted by clients and request for further information if necessary; • Process stand-alone money transfer services or regularly scheduled payments; • Compute payments electronically / via check according to clients' instructions; • Issue checks for the clients and verify the information before payment; • Process stop payment services, or cancel or edit a scheduled payment; • Verify the payment amount, conduct the transaction and record the account transaction accurately; <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Compare check files submitted by the clients and ones presented for payment to detect fraudulent cases; • Process payment transactions and handle clients' personal data in compliance with the relevant regulations and code of conduct; • Verify all transactions processed to ensure that compliance of established standards is met.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of payment services to fulfil the requests of clients and in compliance with regulatory requirements and the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Process receivable collection transactions
2. Code	109209L3
3. Range	Processing the whole range of receivable collection services for enterprise banking clients. This applies to enterprise banking clients of different segments and instructions provided through different channels (e.g. face to face, internet, phone).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the key features and operational procedures of the full suite of receivable collection transactions processed by the bank and apply the knowledge to process the transactions accurately; • Understand the standard operations requirements and process different receivable collection transactions in accordance with the bank's internal procedures and guidelines; • Recognize the characteristics of using different channels to process the transactions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Take necessary actions to ensure all required documentation related to receivable collection transactions are submitted and compiled correctly; • Verify authenticity of information submitted by clients and request for further information if necessary; • Perform checking on checks collected and verify the information presented on the checks before deposited; • Process the cash or cheques collected to ensure the right amount is credited to clients' accounts (e.g. cash counting, cheques clearing, deposit); • Arrange customized lockbox collection services to reduce collection float. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Process different receivable collection transactions and handle clients' personal data in compliance with relevant regulations and code of conduct; • Make effort to ensure that compliance of established standards is met.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of receivable collection services to fulfil the requests of clients and in compliance with regulatory requirements and the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.3 Cash Management and Account Transactions Processing)

1. Title	Maintain cash management and account transactions records
2. Code	109210L3
3. Range	Maintaining transaction records and related documents for different kinds of enterprise banking accounts. This applies to the transactions of cash management and different kinds of enterprise banking products / services.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the relevant regulations and code of conduct in handling clients' personal data; • Understand the principles and procedures in recording and balancing account transactions in order to execute the tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Capture and consolidate transaction information from different accounts and channels into a centralized database / report; • Balance currency and checks, calculate daily transaction and prepare daily control book and trial balance; • Check transactions conducted and ensure balanced entries for each single transaction; investigate and resolve discrepancies identified; • Provide comprehensive collection, payment and reconciliation reports covering different accounts and transaction channels by employing standardized templates; • Document details of company, bank accounts involved in the transactions and instructions for regular transactions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make effort to ensure the accuracy and timeliness of details in the transaction report to clients (e.g. collection details, returned cheque, post-dated cheques); • Verify all necessary supporting documents and vouchers related to the transactions according to the bank's procedures; • Make copies of materials in regard to bank accounts transactions upon requests from the clients and regulatory bodies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Maintenance of transaction records in compliance with the bank's guidelines and ensuring the accuracy of the records.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support

(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Conduct property valuation for loan application
2. Code	109211L4
3. Range	Processing residential, commercial and industry property valuation for the purpose of handling loan or mortgage applications for enterprise clients.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different methods of property valuation and apply the knowledge to review archival cases and identify factors which affect property valuation; • Understand the different methods in property valuation in order to determine the fair value of different properties. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Use different methods to collect general information on property market for the purpose of conducting research on current market trends and future outlooks; • Collect specific data on owned and leased property assets from different sources and prepare updated reports periodically; • Collect and maintain documentation that supports new and revised property valuations; • Execute valuation process by assessing recent market prices of local area real estate, together with proven methods and procedures for analysing comparable properties to establish an estimated fair market value of the collateral. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Verify and update the property data by making an on-site visit to the customer's property or inspecting the updated floor plan and related information available at the public register; • Conduct property valuation in accordance to the established policies on property foreclosure (e.g. selling of foreclosure, etc.) of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Collection of data useful for property valuation by using different methods; • Formulation of a range of mortgage property valuation methodologies in line with the bank's requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Collect and consolidate information for credit assessment
2. Code	109212L4
3. Range	Collecting documents and information of applicants for credit assessments. This applies to applicants for different kinds of credit products to enterprise clients and all documents required for credit assessments as specified by the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in enterprise banking lending and apply it to identify information requirements regarding credit assessment; • Understand features and operational procedures of loan processing in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify information useful for credit assessment and obtain appropriate documentation from enterprise clients; • Examine and verify completeness and authenticity of information and documentation collected; • Examine the application forms to ensure completeness of information; • Examine the supporting documents received and identify any inconsistencies or discrepancies; clarify with applicants if necessary. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide clear and specific explanations to applicants regarding information and disclosure requirements in supporting the credit assessment; • Remind applicants regarding their obligation and potential consequence of delinquency of the loan products and transactions so as to protect their benefits.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Collection of all documents and information related to loan application as required by the bank; • Rationale of information collection is properly explained to clients; • Execution of checking and verification on clients' information to ensure the completeness and accuracy of the documents provided.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Process credit applications follow up actions
2. Code	109213L3
3. Range	Undertaking follow up processes after credit application and approval. This applies to the processing of transactions related to different kinds of enterprise banking loan products / services irrespective of the loan size.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in bank lending to enterprise clients by specifying the work requirements and expectations on post credit application transactions processing; • Understand the features and operational procedures of loan processing in order to carry out the post credit applications follow up actions effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Inform applicants about the results and handle their enquiries; • Notify related departments or business units about the approval of credit applications; • Explain credit facility structure to applicants with vigilant consideration on appropriateness and adequacy of collateral; • Obtain applicants' agreement on offered credit facility structure; • Conduct credit line implementation and loan disbursement in accordance with approved credit facility structure; • Prepare relevant documents with terms of payments and debtor responsibilities elaborated in detail; • Oversee the loan repayment and issue payment notification to clients if necessary; • Execute appropriate action related to security / collaterals required by the facility offered; • Handle drawdown, follow repayment activity and day to day operations of loan; • File slips in customers' ledgers for billing and mailing charge statement to customers. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Handle clients' enquiries, feedback or complaints and refer to appropriate parties if necessary; • Process the follow-up actions in compliance with the working procedure, guidelines and other relevant legislation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Performing 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; • Informing all related departments or business units about the approval of every single credit application according to the bank's guidelines and ensure understanding of the recipients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Arrange for disbursement of loans
2. Code	109214L3
3. Range	Handling of loan or mortgage applications for enterprise clients involving disbursement of fund regarding different types of loan products / services. Disbursement of funds include full payment on ordinary loans and further advances on existing loans granted.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in bank lending to enterprise clients by specifying the work requirements and expectations on loan disbursement; • Understand features and operational procedures of loan processing in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Compile a checklist of the required documents to disburse the loan in line with the bank's policies and practices; • Present the required documents to customers for their acceptance and arrange for signing of loan agreement and all other documentation; • 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; • Verify applicants' information and loan or mortgage record in correspondence with loan application and agreement; • Verify and examine information or documents for loan or mortgage applications and agreements before disbursement of loans; • Consult with customers to verify financial or credit transactions when necessary; • Handle customers' enquiries or complaints in regard to their loan or mortgage. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate clearly to ensure all parties involved are clear about and commit to the implementation of the loan disbursement transactions; • Process loan disbursement to clients in compliance to regulatory requirements and the bank's policies; • Aware of changes in clients' needs and expectations in relation to varying business environment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Handling of loan disbursement to clients on time in accordance with the bank's policies and instructions; • Processing repayments on time according to repayment schedules, bank's policies and instructions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Handle loan documentation processing
2. Code	109215L3
3. Range	Processing loan related documents for different types of loan products / services. This applies to inputting information and verifying the accuracy of all types of loan documents.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in bank lending to enterprise clients by applying the knowledge to define the work requirements and expectations clearly; • Understand features and operational procedures of loan processing in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Compile and verify all loan related documentations and information submitted; • Verify the identity of applicants and understand in details their background and businesses; • Liaise with credit bureaux or other business counterparts to exchange credit information related to applicants; • Verify authenticity of financial statements submitted by customers and request for further documents when necessary; • Issue facility letter to customer, stipulating all terms and conditions of the facility; • Check to ensure all terms and conditions are met as per loan agreement before the disbursement of fund. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Check and reconfirm the accuracy of the calculated guarantees and loan disbursement amount in accordance to the record of application; • Handle the full or partial collaterals release according to customer's instruction and approved requirements; • Process loan disbursement in compliance with the working procedure, guidelines and other relevant legislation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of loan disbursement and settlement process in accordance with the bank's guidelines and clients' requests; • Preparation of loan related documents in accordance with the bank's working procedures, standards and stipulated templates to ensure the accuracy of information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.4 General Loan Products and Credit Related Transactions Processing)

1. Title	Maintain loan account transaction records
2. Code	109216L3
3. Range	Handling of loan or mortgage transactions records for enterprise banking clients. This applies to 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. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the procedures and requirements in maintaining loan account transaction records in order to execute the work tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Update debit order details, interest rate changes details and payment date details of loan accounts; • Update contact information of loan accounts and records of client account activities, including financial transactions, correspondence or client inquiries; • Prepare and update loan status reports and record loan related enquiries accurately; • Maintain and update record of credit and loan files 9e.g. payments, charges, disbursements of funds, etc.); • Compile and maintain various loan documents (e.g. loan forms, tax receipts, etc.) and ensure proper documentation before the loan is drawn; • Provide relevant information to other business or operation units for credit or risk analysis by maintaining updated records in collection system; • Relay relevant information within clients by different means (e.g. mail, e-mail, etc.). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain records on credit limits and maintenance of loan account transactions as per bank's policies and standards; • Keep regular updates on regulatory and operational environments to assess their impacts on maintenance of loan transaction records.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • The account transactions and changes of customer information are checked to ensure that they are in compliance with all specific requirements of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.5 Investment and Insurance Transactions Processing)

1. Title	Monitor clients' investment and insurance transactions
2. Code	109217L4
3. Range	Monitoring transactions of enterprise clients' wealth management accounts and undertaking administrative work to facilitate the transactions. This applies to different kinds of transaction in wealth management accounts such as funds, securities, insurance and MPF, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in theories and concepts related to wealth management by interpreting the investment and insurance proposal of enterprise banking clients; • Understand the features of general wealth management products offered by the bank and compare the pros and cons to identify suitable products for the clients; • Demonstrate understanding of the concepts and practices related to equities and bond market. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review client instructional mandate regularly for continuous validity of the bank – customer contractual relationship; • Apply relevant legislation and regulations to the required client documentation to ensure compliance; • Identify the change requirements on clients' documentation due to legal and regulatory requirements; • Implement financial planning recommendations and monitor status of the portfolio of clients; • Negotiate and agree on the instructions content of the investment and insurance product transactions of clients; • Provide information to answer questions from clients regarding details of their financial plans. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee and ensure transactions are executed in accordance with clients' instructions and standard operating procedures of the bank; • Maintain close relationship with the service providers to ensure the monitoring process of the operations in investment funds, securities, insurance, MPF etc. is well applied.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring the implementation of wealth management solutions to ensure all transactions are conducted on time and in accordance with clients' instructions, regulatory requirements and internal policies.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.5 Investment and Insurance Transactions Processing)

1. Title	Develop insurance plan for enterprise banking clients
2. Code	109218L4
3. Range	Execution of administrative work for insurance services to enterprise clients. This applies to different types of insurance such as general insurance, life insurance, key shareholders' insurance, warranty, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts related to insurance and apply the knowledge to identify the needs of different categories of clients; • Understand features and operational procedures of different insurance products and apply the knowledge to provide recommendations to satisfy clients' needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate personal and financial information of the clients / business in order to understand the insurance needs; • Identify key differences of benefit proposition between personal clients and enterprise clients, e.g. the use of insurance plan for Business Succession, Share Redemption Arrangement, etc.; • Estimate potential risks for each application by evaluating identified risk factors according to the nature of different types of insurance using tools provided; • Calculate the premium and quotations to ensure a profitable return to the bank using tools provided; • Formulate the terms and conditions of the insurance plan (e.g. exclusions, cancellation rights) against standard set of terms and conditions; • Identify additional insurance products relevant to the needs of clients / business where appropriate. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop insurance plans in accordance with clients' needs and comply with the relevant legal and regulatory requirements; • Aware of changes in clients' needs and expectations in relation to varying market conditions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of insurance plan with clear specification of terms and conditions and based on an analysis of client's needs.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.5 Investment and Insurance Transactions Processing)

1. Title	Process investment and insurance application follow up actions
2. Code	109219L3
3. Range	Processing application on wealth management services by providing assistance to clients and executing the follow-up procedures in accordance with operational procedures of the bank. This applies to different types of investment, insurance and saving services to enterprise clients.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand operations procedures related to wealth management services and apply the knowledge define the work requirements and expectations; • Understand features and operational procedures of different investment and insurance services in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Process applications of wealth management services by verifying authenticity of documents submitted by clients, the completeness of information and request for further documents when necessary; • Prepare investment and insurance contracts and other documentation (e.g. confirmation letter) according to the bank's guidelines; • Operate the wealth management account according to clients' instructions; • Coordinate with external vendor in order to execute the instructions of clients as required; • Undertake work of reconciliation of statements issued by other investment, insurance or saving service providers; • Generate necessary documents to close transactions (e.g. confirmation statements, payment advices, contracts, etc.). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate the issues, policies and business practices related to investment and insurance products transactions to clients and business partners clearly; • Take necessary actions to ensure prompt response to the issues raised during the processing of investment and insurance application follow up actions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Processing of follow up actions of investment and insurance services applications to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.5 Investment and Insurance Transactions Processing)

1. Title	Process insurance claims
2. Code	109220L3
3. Range	Execution of administrative work for insurance claims transactions for enterprise banking clients. This applies to different types of insurance such as general insurance, life insurance, warranty, etc.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding in the working procedures related to insurance claims in order to carry out the tasks effectively; • Understand the features and operational procedures of insurance products and apply the knowledge in processing insurance claims for the clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Obtain necessary information and documentation in order to submit the insurance claims request; • Complete the required application forms and other documents according to the bank's guidelines; • Check and verify information and documentation submitted for insurance claims application and identify inconsistencies or discrepancies; • Process the claims insurance application and issue relevant documents to clients in accordance to the bank's guidelines; • File and record the information and documentation according to the bank's guidelines. <p>6.2 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Keep clients updated about the progress and refer any feedback or complaints to appropriate parties to ensure clients' satisfaction; • Observe the relevant standards, regulations, code of conduct during job execution.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Processing insurance claims applications to fulfil the requests of clients and observe relevant standards and regulation to ensure the process is in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.5 Investment and Insurance Transactions Processing)

1. Title	Maintain investment and insurance transactions records
2. Code	109221L3
3. Range	Provision of customer services to maintain investment account transactions, insurance records and saving plan balance. This applies to records related to account opening, renewal, account closing, product application and resolving queries.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in wealth management by performing the task which meets work requirements and expectations; • Understand operational procedures of different investment and insurance transactions in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Authenticate and verify clients' instruction to renew an investment plan or make changes to an insurance policy which is in accordance with the bank and / or the product vendors' specific requirements; • Capture the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements; • Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.); • Take necessary checking effort to ensure required information is recorded in the database accurately. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Prepare reports or statistics regarding account transactions and performance of the portfolio to the bank and clients according to standardized templates; • Provide relevant information to clients on a regular basis or when customers have any enquiries.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reports and data related to customers' investment and insurance transactions are properly stored in the database or custody of the bank; • Identifying and resolving clients' query by using account transaction records and supporting resources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Make decision on approval or rejection on trade finance application
2. Code	109222L5
3. Range	Provision of application assessment and approval services related to trade finance. This applies to DC of different types such as back-to-back DC, revolving documentary credit, stand-by letter of credit, transferable credit, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different theories and concepts related to trade finance and apply the knowledge to estimate the potential risks of each application; • Possess trade finance product knowledge and based on that to analyse clients' application and trade finance products information in order to ensure appropriateness of different financing alternatives. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Estimate the degree of risk borne by the applicants (i.e. importers) by evaluating the sales contract, commercial conditions, political risks, etc.; • Estimate risks of non-payment by evaluating the credit rating of clients based on the past client – bank experience; • Evaluate risks taken by bank in issuing letter of credit or the magnitude of potential risk of fraud in documentary credit; • Determine required collateral from importer e.g. cash deposit, property, stocks and assess its value; • Assess the situation in involved foreign markets in order to confirm another bank's letter of credit and analyse the risks; • Determine maximum amount of bank's obligation based on results of document evaluation and recommend loan approval or rejection decision with justifications; • Develop terms and conditions for payment (e.g. conditions signifying the shipment of goods and payment, presentation documents); • Determine details of the DC (e.g. expiration rate / definite maturity, payment terms, fee, withdrawal charge, interest rate, etc.) according to the sale contract between buyer and seller, results of risk assessment and bank's guidelines, etc. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Determine the pricing margin according to the cost estimation and risk assessment; • Evaluate the relevant regulations and international standards in order to develop appropriate terms and conditions; • Process the task of assessing applications with an aim at addressing genuine needs of clients and provide sound solutions; • Demonstrate professionalism by applying impartial and unbiased judgment throughout the client assessment process.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Decision on trade finance application of which specifies the terms and conditions for approval or justification for failure; • The approval or rejection decision is made based on the analysis of the risks of the applicants and the expected return of the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Perform checking on client account under import documentary credit (DC)
2. Code	109223L4
3. Range	Examining import trade finance related documentation and transactions between applicant and beneficiary. This applies to DC of different types.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the operational process in issuing DC and apply the working knowledge to execute relevant tasks according to work requirements and expectations; • Recognize the UCP standards and keep updated on the latest changes in related regulations and international practices (e.g. UCP600) and observe the stipulation; • Understand the operational procedures of DC products / services offered by the bank in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct checking on DC for clients to ensure the accuracy of information as per internal procedures and guidelines and international banking practices; • Identify discrepancies in documents in conformity with UCP rules; • Identify irregularities in documents presented for payment and follow up on potential risk of fraud. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain a complete record of checking activities and potential risk of fraud; • Gather and analyse all relevant information on the import trade finance documents submitted by applicants systematically to prevent irregularities and frauds.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Checking on documentation and transactions to facilitate settlement between applicant and beneficiary in accordance with clients' instructions, the bank's guidelines and international banking practices.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Perform checking on client account under export documentary credit (DC)
2. Code	109224L4
3. Range	Examining export trade finance related documentation and transactions between applicant and beneficiary. This applies to DC of different types.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the operational process in issuing DC and apply the working knowledge to execute relevant tasks according to work requirements and expectations; • Understand the operational procedures of DC advising services offered by the bank in order to carry out the job effectively; • Recognize the UCP standards and keep updated on the latest changes in related regulations and international practices (e.g. UCP600) and observe the stipulation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review checking on using banks and conduct assessment on their credibility as per internal procedures and guidelines and international banking practices; • Review the DC received and determine the risks of fraud; • Examine export documentary credit documentation / transactions and identify discrepancies in documents in conformity with UCP rules; • Refer the matter to the appropriate parties for consideration where fraudulent activity is suspected; • Identify irregularities in documents presented for payment on potential risk of fraud. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain a complete record of checking activities and potential risk of fraud; • Gather and analyse all relevant information on the export trade finance documents submitted by applicants systematically to prevent irregularities and frauds.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reviewing credit checking on issuing banks according to the bank's stipulated procedures; • Checking on documentation and transactions to facilitate settlement between applicant and beneficiary in accordance with clients' instructions, the bank's guidelines and international banking practices.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process open account trade services to clients
2. Code	109225L4
3. Range	Processing of different kinds of open trade services. This applies to different segments of enterprise banking clients.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in trade finance in order to meet the work requirements and expectations; • Understand the political, economic and commercial risks, as well as cultural influences and apply the knowledge to reduce their impacts on the bank’s trade business. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Help exporter customers to seek export working capital financing to ensure that they have access to financing for both the production for export and for any credit while waiting to be paid; • Mitigate the risk of non-payment associated with open account trade by using trade finance techniques such as export credit insurance and factoring; • Make judgment to ensure the importer will accept shipment and pay at agreed time and that the importing country is commercially and politically secure; • Offer open account terms with the use of trade finance techniques including export loan, government guaranteed export finance programs, export credit insurance, export factoring and revolving line of credit where appropriate. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make effort to ensure the work done are coherent and supportive to the bank’s strategic plan and guidelines while meeting clients’ business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of the most suitable kinds of open trade services by identifying the needs of clients; • Execution of different kinds of risk mitigation measures in order to protect the bank’s interest in the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process trade finance transactions for importers
2. Code	109226L3
3. Range	Process loan application related to trade finance. This applies to different types of loans to importers / buyers, such as trust receipt financing, account payable financing, loan against import and clean import loan etc.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in trade finance in order to meet the work requirements and expectations; • Understand the operational process in import financing and apply the knowledge to process related transactions effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Prepare documents on checking exporter and pass the information to responsible parties for further evaluation; • Summarize information relevant to decision of credit line (e.g. company information, terms and conditions of present deals, valuation of goods, insurance, etc.) and pass to responsible parties for further evaluation; • Notify clients about the decision and advise the follow-up actions; • Prepare agreement with clients according to terms and conditions approved; • Check the exporters documents (e.g. invoices, evidence of shipment) to ensure conformance with agreed terms; • Arrange for payment / advance the funds according to agreed terms; • Verify documentary credit or documentary collection terms; • Handle trust receipt loans after obtaining approval on the analysis of valuation of goods; • Arrange the settlement according to customer's instruction. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Ensure the work done are coherent and supportive to the bank's strategic plan and guidelines while meeting clients' business needs; • Process the import trade transactions with an aim at addressing genuine needs of clients and provide sound solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of administrative processes related to import finance, such as obtaining credit information and preparing documents according to the guidelines of bank; • Execution of advance in accordance with clients' request and the guidelines of bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process trade finance transactions for exporters
2. Code	109227L3
3. Range	Process loan application related to trade finance. This applies to different types of loans to exporters / sellers, such as factoring, packing loan, DA/DP purchase, account receivables financing, export loan, non-recourse discounting.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in trade finance in order to define the work requirements and meet job expectations; • Understand the operational process in import financing and apply the knowledge to process related transactions effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify the credit rating check of the importers and pass the information to responsible parties for further evaluation; • Summarize information relevant to decision of credit line (e.g. company information, terms and conditions of present deals, valuation of goods, insurance, etc.) and pass to responsible parties for further evaluation; • Notify clients about the decision; • Prepare agreement with clients according to terms and conditions approved; • Check the documents presented by clients (e.g. invoices, evidence of shipment) to ensure conformance with agreed terms; • Arrange for payment / advance the funds according to agreed terms. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make effort to ensure the work done are coherent and supportive to the bank's strategic plan and guidelines while meeting clients' business needs; • Process the export trade transactions with an aim at addressing genuine needs of clients and provide sound solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of administrative processes related to export finance, such as obtaining credit information and preparing documents according to the guidelines of bank; • Execution of advance in accordance with clients' request and the guidelines of bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process factoring services transactions
2. Code	109228L3
3. Range	Processing of different kinds of factoring services. This applies to different segments of enterprise banking clients.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge and understanding of the exporters' requirements on factoring and apply it on the trade transactions; • Demonstrate knowledge of the operational requirements from a factoring perspective by processing factoring transactions for clients effectively. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Explain the factoring processing procedures to the customers in terms of the requirements of the bank's systems and procedures; • Understand and explain clearly the factoring documentary criteria that has to be met by the customers according to the bank's systems and procedures; • Understand the customers' administrative process according to their accounting systems and practices; • Identify the nature of the clients' requirements for cash flow according to their liability and statutory payments; • Collect and complete the required documentation including the business's financial information, the finance agreement and other supporting legal documents according to the bank's operational procedures; • Verify the required documentation and obtain authorized signatories of both the customers and the bank according to the bank's procedures; • Explain the details for the submission of an offer of invoices in a manner that the exporters should understand in line with the bank's standard procedures. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify the submitted invoices that are not in adherence to the factoring offer requirements and bring to the customers' attention in accordance to the bank's policies and procedures; • Process factoring transactions with an aim at addressing genuine needs of clients and provide sound solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Processing of factoring services in accordance with clients' request and the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process import documentary credit (DC) transactions
2. Code	109229L3
3. Range	Processing import trade finance related documentation and transactions between applicant and beneficiary. This applies to DC of different types.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding in trade finance in order to execute related tasks according to work requirements and expectations; • Understand UCP standards and keep updated on the latest changes in related regulations and international practices (e.g. UCP600) and observe the stipulation; • Understand features and operational procedures of DC products / services offered by the bank and apply the knowledge to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Perform checking of beneficiary and advise the results to responsible parties for further evaluating their credibility; • Prepare DC for clients (i.e. applicant) according to DC application forms' instructions; • Examine documents and/or draft presented by presenting banks against terms in the DC and honour beneficiary's draft and/or documents if conditions complied; • Pay presenting bank at sight or term upon receiving documents as according to terms in DC; • Release documents to applicant after payment or on terms agreed between the bank and applicant. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with the applicant in case there is any discrepancy in the documents and advise the requirements of rectifications; • Make effort to ensure work done are coherent and supportive to the bank's strategic plan and meeting clients' business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Processing documentation and transaction to facilitate settlement between applicant and beneficiary in accordance with clients' instructions, the bank's guidelines and international banking practices.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Process export documentary credit (DC) transactions
2. Code	109230L3
3. Range	Processing export trade finance related documentation and transactions between applicant and beneficiary. This applies to DC of different types.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding in trade finance by applying the knowledge to execute different tasks according to work requirements and expectations; • Understand features and operational procedures of DC advising offered by the bank in order to carry out the job effectively; • Understand UCP standards and keep updated on the latest changes in related regulations and international practices (e.g. UCP600) and observe the stipulation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Perform checking on issuing banks; advise the results to responsible parties for further evaluating their credibility; • Check the apparent authenticity of the DC and advise the beneficiary; • Forward DC to beneficiary for their follow up actions; • Examine documents presented by beneficiary against terms and conditions stipulated in the DC; • Send the documents and/or drafts to the issuing bank and receive payment at sight or term; • Prepare payment to exporters (e.g. bank draft, credit to account). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with beneficiary in case there is any discrepancy in the documents and advise the requirements of rectifications; • Process the export documentary credit (DC) transactions with an aim at addressing genuine needs of clients and provide sound solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Processing documentation and transaction to facilitate settlement between applicant and beneficiary in accordance with clients' instructions, the bank's guidelines and international banking practices.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support
(Key Function – 2.6 Trade Finance Transactions Processing)

1. Title	Maintain trade finance related transactions records
2. Code	109231L3
3. Range	Maintaining transaction records and related documents for different kinds of enterprise banking accounts. This applies to the transactions of trade finance and different kinds of enterprise banking trade related products / services.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the relevant regulations and code of conduct in handling clients' personal and business information; • Understand the principles and procedures in recording and reconciling account transactions in order to execute the tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Record and consolidate transaction information from different trade financing accounts and channels into a centralized database / report; • Balance currency and checks, calculate daily transaction and prepare daily control book and trial balance; • Check transactions conducted and ensure balanced entries for each single transaction; investigate and resolve discrepancies identified; • Provide comprehensive collection, payment and reconciliation reports covering different accounts and transaction channels by employing standardized templates; • Document details of company, bank accounts involved in the trade finance transactions and instructions for regular transactions; • Verify all necessary supporting documents and vouchers related to the transactions according to the bank's procedures; • Make copies of materials regarding trade finance accounts transactions upon requests from the clients and regulatory bodies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Compile accurate and timely transaction reports with relevant details to clients and the bank for recording purpose.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Maintenance of transaction records in compliance with the bank's guidelines and ensuring the accuracy of the records; • Preparation of reports in accordance with the standardized templates of banks and ensuring the accuracy of data.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support

(Key Function – 2.7 Foreign Exchange and Money Market Related Transactions Processing)

1. Title	Perform checking on foreign exchange and money market related transactions
2. Code	109232L4
3. Range	Checking and verifying foreign exchange and money market related transactions initially conducted by co-workers. This applies to the entire process of foreign exchange transactions processed in various channels.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge related to foreign exchange trading by providing advice and checking on the operation processes of foreign exchange and money market related transactions; • Understand the operational procedures and features of the whole suite of the bank's foreign exchange and money market related transactions processing and apply the knowledge to handle enquiries and check the transactions performed under irregular circumstances; • Possess knowledge in relevant regulations and code of conduct in processing transactions and apply it to identify their implications on foreign exchange and money market related services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Examine the transactions to ensure compliance with standard operating procedures and escalate to carry out suitable actions to deal with emergency and exceptions; • Track and analyse in detail the purchase and selling activities and identify suspicious transactions; • Identify deviances from standard operating procedures, conduct investigation and carry out rectifying actions; • Act as first line approval for different types of entries, checks, draft or act as an authorized signer when necessary. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain a complete record of checking activities and potential risk of fraud; • Check the job performance of co-workers related to foreign exchange and money market related transactions to check whether the relevant standards are met; • Gather and analyse all relevant information on the foreign exchange and money market related transactions systematically to prevent irregularities and frauds.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reviewing the entire process of foreign exchange and money market related transactions processing; • Identifying and handling irregular circumstances to ensure service quality.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support

(Key Function – 2.7 Foreign Exchange and Money Market Related Transactions Processing

1. Title	Process foreign exchange and money market related transactions
2. Code	109233L3
3. Range	Processing the whole range of foreign exchange and money market related transactions for enterprise banking clients. This applies to enterprise banking clients of different segments and instructions provided through different channels (e.g. face to face, internet, mobile banking, etc.).
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate sound knowledge related to foreign exchange trading by executing the operation processes of foreign exchange and money market related transactions effectively; • Understand the operational procedures of the bank's foreign exchange and money market related transactions processing and apply the knowledge to handle enquiries and irregular circumstances; • Possess knowledge in relevant regulations and code of conduct in processing transactions of foreign exchange and money market related services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify authenticity of information submitted by clients against foreign exchange account mandate and request for further information if necessary; • Process transactions in foreign exchange account in accordance to standard operation procedures; • Process instructions of clients to execute different types of FX sale or purchase transactions (Spot, Forward, Future, Swap or Option, etc.) in accordance to standard operation procedures; • Calculate and review the amounts of interest receivable of different accounts and interest charges on overdrawn accounts. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Follow the relevant regulations and code of conduct in handling clients' personal data and processing foreign exchange and money market related transactions; • Process transactions according to clients' instructions precisely and verify the appropriateness and correctness of the transactions to ensure that compliance of established standards is met; • Seek proper authorization when transaction amount exceeds the limits stated in the bank's policy.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of foreign exchange and money market related transactions to fulfil the requests of clients and in compliance with the bank's guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2. General Enterprise Banking Operations and Support

(Key Function – 2.7 Foreign Exchange and Money Market Related Transactions Processing)

1. Title	Maintain foreign exchange and money market related transactions records
2. Code	109234L3
3. Range	Maintaining transaction records and related documents for enterprise banking accounts. This applies to the foreign exchange and money market related transactions processed for different kinds of enterprise banking accounts.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the relevant regulations and code of conduct in handling clients' personal and business information; • Understand the principles and procedures in recording and reconciling account transactions in order to execute the tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Capture and consolidate transaction information from different foreign exchange accounts and channels into a centralized database / report; • Balance currency and trading accounts, calculate daily transactions and prepare daily control book and trial balance; • Check transactions conducted and ensure balanced entries for each single transaction; investigate and resolve discrepancies identified; • Provide comprehensive collection, payment and reconciliation reports covering different accounts and transaction channels by employing standardized templates; • Document details of company, bank accounts involved in the foreign exchange and money market transactions and instructions for regular transactions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review reports on different foreign exchange accounts (including FX trading accounts) and perform binary checking to ensure accuracy of the details; • Make effort to ensure the accuracy and timeliness of details in the transaction report to clients; • Verify all necessary supporting documents and vouchers related to the transactions according to the bank's procedures; • Make copies of materials regarding trade finance accounts transactions upon requests from the clients and regulatory bodies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Maintenance of foreign exchange and money market transaction records in compliance with the bank's guidelines and ensuring the accuracy of the records; • Preparation of reports in accordance with the standardized templates of banks and ensuring the accuracy of data.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.1 Operational Planning for Institutional Banking)

1. Title	Formulate service policies on institutional banking services
2. Code	109235L6
3. Range	Formulation of service policies to specify support services provision. This applies to different types of institutional clients, such as financial institutions, government and statutory bodies, NGO, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized and comprehensive knowledge across different disciplines of corporate and commercial banking in order to identify suitable products for institutional clients; • Understand the latest trend in product development, changes in client profiles, etc. in order to review and update products and services offered to institutional clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate the service policies with clear understanding of the organizational culture, work practices, management style of institutional clients, businesses or operations of institutional clients; • Design customized service package to facilitate their use of the banking services; • Liaise with product specialists to develop products and services to satisfy the financial needs of institutional clients. <p>6.3 Processional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Customise products and services offered to institutional clients in order to support services required by institutional clients; • Formulate the product strategies on institutional banking and ensure they are in alignment with the overall strategic direction and positioning of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of services policies to specify support services to be provided to institutional clients. These should be based on consolidated research findings on the development of institutional banking and critical evaluation on the customer profiles of institutional clients of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.1 Operational Planning for Institutional Banking)

1. Title	Design and review operation procedures for institutional banking products and services
2. Code	109236L5
3. Range	Development of operational procedures for different kinds of products and services offered to different types of institutional clients, such as financial institutions, government and statutory bodies, NGO, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional understandings in the features of different products and services tailor made for institutional clients in order to develop suitable operational procedures; • Demonstrate specialized knowledge related to the organizational structure, work practices and management styles of institutional clients in order to develop operational processes customized to their needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the operational requirements of each product and characteristics of institutional clients to structure an operational process which can provide a pleasant customer experience; • Evaluate critically the profiles (e.g. nature, size), businesses or operations of institutional clients and design customized service package to facilitate their use of the banking services; • Define and assign roles and responsibilities of relevant parties involved in the operational procedures of institutional banking. <p>6.3 Processional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate comments and utilization pattern of institutional clients proactively in order to formulate strategies in enhancing the services to them; • Review and make necessary changes on existing operations and support policies and procedures regularly for meeting the needs of new products and services launched; • Conduct process re-engineering (e.g. streamline, straight through, etc.) through revision of operations and support policies and procedures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of operational procedures for institutional banking products and services. These should be based on analyses on the features of specific products, existing operational procedures and financial needs of institutional clients of the bank; • Identification of re-engineering measures on operational procedures for institutional banking products and services. These should be based on analyses of users' comments, utilization pattern and changing needs of clients, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.1 Operational Planning for Institutional Banking)

1. Title	Provide operations support to institutional clients
2. Code	109237L4
3. Range	Implementing operation support to provide facilitation to different types of institutional clients, such as financial institutions, government and statutory bodies, NGO, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in the organizational culture, work practices and management style of institutional clients in order to provide suitable services to satisfy their financial needs; • Understand the organization structure of the institutional clients and apply the knowledge to analyse their profiles (e.g. nature, size, behavioural pattern) in order to provide suitable support services to facilitate their use of the banking services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct resources planning to ensure adequate level of capacity to cope with the business volume; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Provide co-workers with relevant knowledge on the related procedures and regulations of different products and services. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide suitable support services in accordance to the needs of institutional clients and check their satisfaction regularly; • Adopt a holistic consideration to strive for added value and synergy for the current business portfolio with institutional clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of support services to facilitate institutional clients in using the banking services. The services are provided in accordance with the identified operational needs of institutional clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.2 Syndicated Loan and Other Structured Products Processing)

1. Title	Formulate policies on processing syndicated lending application
2. Code	109238L6
3. Range	Development of bank-wide policies on processing syndicated lending. This applies to different processes involved in reviewing and developing contracts of syndicated loans.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized and comprehensive knowledge across different disciplines of corporate finance in order to evaluate the application of syndicated lending; • Understand the credit strategies of the bank and business model of the clients and based on that to develop suitable policies on syndicated lending; • Understand the macroeconomic environment and apply the knowledge to evaluate the development trends in syndicated lending business. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Determine the pricing policies and provide direction in setting price for different deals; • Set the limits on syndicated lending and sub-limits on different industries, client segments or underwriting, etc.; • Develop the criteria, procedures and roles and responsibilities in approving participation in syndicated lending; • Develop policies in determining the scope and managing the risks of syndicated lending. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Establish the minimum protective clauses and covenants required in the loan agreement in order to manage the risks and minimize potential losses; • Develop different policies and procedures in managing the risks on syndicated lending and ensure sound monitoring and reporting systems are in place.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of policies on processing the application of syndicated lending in order to determine the details of the loan; • Formulation of syndicated lending policies based on consolidated research findings on the macroeconomic environment and critical evaluation on the business strategies of the bank, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.2 Syndicated Loan and Other Structured Products Processing)

1. Title	Perform the duties of an arranger for syndicated loan
2. Code	109239L5
3. Range	Managing the duties of an arranger (arranging bank) by coordinating and negotiating with different parties including a group of lending banks and / or financial capital providers in order to reach agreements for the details of syndicated lending. It also entails the duties of administering the loan on behalf of the other lenders in the syndicate.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in corporate finance and syndicated lending in order to arrange and structure the deal in accordance with the bank's strategies; • Understand the roles of different parties in syndicated lending in order to structure the terms and conditions of cooperation agreements. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify potential lenders for the deal and define the respective roles and responsibilities of different lenders; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Develop the syndication strategy for the deal for soliciting commitments of participating banks and secure the deal from the borrowers; • Conduct meetings with the borrowers and evaluate the financial status and needs of the businesses in order to construct information memorandum to potential lenders; • Identify underwriters for the deal and lobby with different participants to determine the responsibilities of each underwriter; • Evaluate the financial status and business needs of the borrowers in order to determine the risks and business potential of the deal. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Structure and negotiate the terms of the transactions with the borrowers and ensure they are coherent and supportive to the clients' strategic plan and changing business needs; • Coordinate the drafting and signing of legal documentation in order to provide adequate protection on the interests of participating lenders.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of cooperative relationship with participating banks or underwriters regarding the syndicated loan. These should be based on evaluation on the business potential of the loan, corporate information of the borrower and suitability of potential lenders; • Development of draft agreement with borrower which specify the terms and conditions of the syndicated loan. These should be based on evaluation on the financial status, business needs, risks and business potential of the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.2 Syndicated Loan and other Structured Products Processing)

1. Title	Manage legal documentation and compliance for syndicated lending and other structured products
2. Code	109240L5
3. Range	Development of legal documentation for syndicated loan. This applies to different kinds of agreements for syndicated lending which cover agreements with other participating banks and borrowers, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized legal knowledge related to syndicated lending by managing legal documentation and compliance of the deal; • Demonstrate professional knowledge in large corporation financing by proposing and evaluating the agreement on syndicated lending. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the details of the syndicated loan and liaise with account managers and other professionals to determine protection that the bank needs; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Evaluate the draft agreement and provide professional advice on whether the covenants are adequate and consistent with the bank's risk appetite. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor the compliance with different provisions in the agreement and advise different parties in case of breaching in order to protect the interest of the bank and other participating lenders; • Assess actual and potential impacts of the breaching and provide legal advice on actions which the bank and other participants should take.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Management of legal documents and compliance for syndicated loans including the proposal of contract terms and evaluation of legal documents drafted by legal advisors. These should be based on evaluation of details of the syndicated loan, potential risks faced by the bank and relevant regulations, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.2 Syndicated Loan and Other Structured Products Processing)

1. Title	Arrange loan facility for complex products
2. Code	109241L4
3. Range	Coordinating and organizing different processes related to complex loan arrangement. This covers the loan disbursement and collection process of structured loan products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in corporate finance by developing the features of loan facility for complex lending arrangements such as syndicated lending, securitization, collateralized debt obligations (CDOs); • Understand the key activities in loan disbursement and collection hence to ensure a smooth operation process. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Liaise with legal personnel to obtain and perform perfecting of collateral according to the terms stated in the agreements; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Vet drawdown notices from the borrowers to ensure accuracy of information and arrange for fund disbursement; • Coordinate the distribution of repayments by the borrowers to different lenders. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Coordinate collection of funds from different lenders in the cases of syndicated lending according to the amounts and time as specified in the agreements; • Advise lenders in case of default by the borrowers in order to protect the interest of participating parties; • Coordinate the repayment and collateral release according to customer's instruction and approved requirement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Arrangement of loan disbursement and collection and overseeing the processes in order to ensure delivery of services as agreed in the agreement with borrowers.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.2 Syndicated Loan and Other Structured Products Processing)

1. Title	Maintain syndicated loan and other structured products transactions records
2. Code	109242L3
3. Range	Provision of customer services to maintain syndicated loan and other structured products transactions records for large corporate clients including account opening, withdrawal, account closing, resolving queries, dispersing cash flows among syndicate members, administrative transactions of leading arranger bank, agent and trustees etc.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in syndicated loan and other structured products by processing related transactions and maintain comprehensive records effectively; • Understand features and operational procedures of common syndicated loans and different structured products in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Check and verify clients' instruction or make changes to the product transactions processing in accordance with the bank and / or the partner banks / institutions' specific requirements; • Capture the data of transactions accurately and dispatch clients' confirmation in accordance with the bank's requirements; • Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and fund disbursement documents, etc.); • Take proper actions to ensure required information is recorded in the database accurately. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Prepare reports or statistics regarding performance of the products to the bank and clients according to standardized templates; • Provide relevant information to clients on a regular basis or when clients have any enquiries.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Production of reports on the performance of the products for both the bank and customers regularly; • Storage of reports and data related to clients' transactions in the database or custody of the bank properly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.3 Investment Services Processing for Large Corporations)

1. Title	Develop research reports on global assets investment
2. Code	109243L6
3. Range	Formulating report to describe research findings on different kinds of global assets. This applies to the research reports offered to corporate clients with large volume of investment.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized and comprehensive knowledge in the theories and concepts related to investment, portfolio management and assets allocation by conducting comprehensive analysis on the performance of different global assets; • Understand the investment objectives and special requirements of corporate clients in order to structure appropriate investment strategies and present in the research reports; • Possess specialized knowledge in global assets investment and apply it to produce an informative research reports. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate critically the features of different global assets in order to identify factors that may affect the performance; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their use of the banking services; • Conduct research on the industry development relevant to different global assets in order to make prediction on the performance of different global assets. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on the future development of different global assets and present the findings in a concise and clear manner; • Develop written or oral reports on investment strategies to facilitate clients' understanding and decision making in investment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of research reports to specify the future trends of different global assets; • Production of informative investment reports based on consolidated findings from the research on macroeconomic environment, investment objectives of corporate clients and estimation of the future performance of different types of global assets.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.3 Investment Services Processing for Large Corporations)

1. Title	Process transactions related to global assets investment
2. Code	109244L4
3. Range	Execution of transactions related to global assets investment to address the needs of large corporate investors. This refers to the initial investment, transaction processing, maintenance, settlement, buying and selling services provided to institutional and corporate investors to invest in a variety of funds designed for different risk tolerances and investment objectives.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize with theories and concepts related to investment, portfolio management and assets allocation in order to provide suitable suggestion to clients; • Demonstrate proficient knowledge in global asset investment by reviewing features of different kinds of global assets and identifying critical issues and regulatory requirements for the transactions processing. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify authenticity and accuracy of different documents submitted and identify additional information required in order to process the transactions; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their investment transactions; • Customize contracts and other documentation (e.g. confirmation letter) according to the specific terms and conditions of each global asset investment deal; • Follow through clients' instruction to process the investment transactions and ensure they are executed in a timely and precise manner. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify relevant regulatory requirements in different regions and internal guidelines of the bank and ensure the transactions are in compliance with the regulations; • Provide updated report and present relevant information to ensure clients have a clear and accurate understanding about the performance of the investment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring the investment transaction related to global assets to ensure the complete process (from application, account transactions to maintenance) is in compliance with different regulations and clients' requirements; • Provision of contracts and other documents to clients by customizing to the specific terms and conditions of the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.3 Investment Services Processing for Large Corporations)

1. Title	Process transactions related to structured products
2. Code	109245L4
3. Range	Processing transactions related to different kinds of investment in structured products. This applies to transactions related to large amount of investment in structured products such as market-linked investment, pre-packaged structured finance investment, options, indices, commodities, basket of securities, debt issuance and foreign currencies, etc. processed for large corporate clients.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize with theories and concepts related to investment, portfolio management and assets allocation in order to provide suitable suggestion to clients; • Demonstrate proficient knowledge in structured products by reviewing features of different kinds of structured products and identifying critical issues and regulatory requirements for processing the transactions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify authenticity and accuracy of different documents submitted and identify additional information required in order process the transactions; • Evaluate critically the profiles (e.g. nature, size), businesses and operations of institutional clients and design customized service package to facilitate their investment transactions; • Customize contracts and other documentation (e.g. confirmation letter) according to the specific terms and conditions of each investment deal; • Follow through clients' instruction to process the investment transactions and ensure they are executed in a timely and precise manner. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify relevant regulatory requirements in different regions and internal guidelines of the bank and ensure the transactions are in compliance with the regulations; • Provide updated report and present relevant information to ensure clients have a clear and accurate understanding about the performance of the investment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring the investment transaction related to structured products to ensure the complete process (from application, account transactions to maintenance) is in compliance with different regulations and clients' requirements; • Provision of contracts and other documents to clients by customizing to the specific terms and conditions of the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.3 Investment Services Processing for Large Corporations)

1. Title	Maintain custody of assets on behalf of large corporations
2. Code	109246L4
3. Range	Monitoring the execution of custodian services to large corporate clients. This applies to different kinds of custodian services and large corporate clients of different segments.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the key roles and responsibilities of a custodian bank in order to oversee and monitor the operations in custody services; • Understand the regulatory requirements and apply the knowledge to review relevant compliance and tax reporting issues related to the assets such as arranging for receipts of incomes (e.g. dividends, interest coupons), handling of tax reporting documents and foreign tax reclamation, etc.; • Demonstrate proficient knowledge in custodian services by advising the large corporate clients about the risks and benefits of using asset custodian services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess risks in safekeeping different kinds of financial assets (e.g. securities, bonds, commodities) in order to plan for the operational procedures; • Evaluate critically the profiles (e.g. nature, size), businesses or operations of institutional clients and design customized service package to facilitate their use of the asset custodian services; • Arrange for settlement for purchases and sales of the assets according to the instructions of large corporate clients; • Provide regular reporting on the status of different assets and information related administration issues (e.g. annual general meeting, proxies). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor execution of custodian services with an aim to attain customer satisfaction and enhancement of customer experience; • Execute asset custodian services in line with the bank's guidelines and maintain a complete record of transactions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing and monitoring the custodian services to ensure customers and regulatory requirements are fully met.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 2a Other Services on Enterprise Banking Operations and Support (for Large Corporations)

(Key Function – 2a.3 Investment Services Processing for Large Corporations)

1. Title	Maintain investment services related to transactions records
2. Code	109247L3
3. Range	Provision of record keeping services to maintain investment transactions of large corporate accounts, including account opening, renewal, withdrawal, account closing, complex investment applications and resolving queries.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in investment transactions management by processing and maintaining transactions record of large corporate accounts which fulfil work requirements and clients' expectations; • Understand features and operational procedures of different complex investment services in order to carry out the record maintenance job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Authenticate and verify clients' instruction to renew an investment plan or make changes to a foreign currency investment contract in accordance with the bank and / or the product vendors' specific requirements; • Gather the data of transactions accurately and dispatch customers' confirmation in accordance with the bank's requirements; • Maintain and update documents related to different transactions (e.g. confirmation statements, contracts, payment notes and etc.); • Take proper actions to ensure all required information is recorded in the database accurately. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Prepare reports or statistics regarding performance of the portfolio to the bank and customers according to standardized templates; • Provide relevant information to customers on a regular basis or when customers have any enquiries; • Regularly update the transactions record and keep the bank and clients informed about the performance of their plans.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Updated and maintain accurate records of complex investment transactions of large corporate clients and ensure they can be retrieved from a systematic database of the bank by relevant parties conveniently; • Compilation of reports on the performance of the investment portfolio for the bank and clients regularly; • Reports and data related to customers' investment transactions are properly stored in the database or custody of the bank; • Clients' query is identified, interpreted and resolved by using relevant information and supporting resources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Formulate the overall credit risk management policies, procedures and methodologies
2. Code	109248L6
3. Range	Establishment of bank-wide credit risk management policies procedures and methodologies to provide clear guidance on what risk / reward relationship is acceptable to the bank. This applies to different procedures of the entire credit processes, such as risk assessment, credit approval, problem loan management, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in economic analysis and conduct research on trends and development in the global economy and regional market in order to anticipate the outlook of the banking industry; • Demonstrate credit risk management knowledge by evaluating performance of using various approaches of developing credit risk management policies and procedures under different scenarios; • Understand the bank’s business requirements and apply the knowledge to choose a suitable approach of developing credit risk management policies which is in alignment with the bank’s overall strategies; • Have an in depth understanding of global and local banking regulations and take them as key reference on the formulation of credit risk management policies, procedures and guidelines development as appropriate (e.g. provision of the Banking Ordinance, Basel Committee on Banking Supervision, HKMA Supervisory Policy Manual, etc.). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the credit culture of the bank and strike a balance between growth, asset quality and profit; • Develop the earning objectives and strike a balance between risk and reward to ensure sufficient credit risk control and latitude in responding to business opportunities; • Define standards on the procedures for every process in credit management, e.g. assessment, approval, administration, monitoring and handling problem accounts, etc.; • Formulate credit risk management methodologies which is in alignment with the bank’s overall credit management strategies. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Review and revise the policies, procedures and methodologies timely and periodically to accommodate with the changing market environment and strategic direction of the bank; • Update the credit risk management policies and procedures in accordance with changes in global and local regulations (e.g. Basel and HKMA rules).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of a written statement of the bank’s credit risk strategy and policy based on research on future economic development and strategies of the bank in order to strike a balance between profitability and risks control; • Development of credit management policies with processing procedures which are in compliance with regulatory requirements;

	<ul style="list-style-type: none">• Provision of recommendations on revising credit policies and procedures of the bank based on analysis of market environment, strategic direction of the bank and changes in regulation, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Determine criteria in loan approval
2. Code	109249L6
3. Range	Development of criteria in loan approval which is coping with the well-defined credit culture of the bank and guiding lending activities. This applies to the approval requirements established for all kinds of commercial loans of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in economic analysis by conducting research on trends and development in the global economy and regional markets in order to anticipate the outlook of the economy and banking industry; • Possess knowledge in credit management and apply the knowledge to evaluate different approaches in credit strategy and their performance under different scenarios for the purpose of choosing an appropriate one which is aligned with the bank’s overall strategies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on borrowers’ behaviour in order to identify factors which can predict risks of default; • Develop risk tolerance level for the whole portfolio or different segment by specifying how much and what types of risk the bank agrees to undertake; • Specify portfolio limits for maximum exposures by geographical location, industry, types of borrower, product types, etc. in order to guide against over-extension of credit to interrelated groups; • Conduct analysis on the bank’s strategic objectives, past performance of different types of credit asset, the bank’s ability in absorbing loss, return level, etc. for determining the risk tolerance level; • Identify factors that may affect repayment ability of applicants, e.g. age of business owners, keymen or guarantors, business history, financial strength, cash flow projection, business forecast, other bank’s relationship, income, credit history, purpose of loan, existing financial commitments and calculate their impact on the delinquency for different types of loan. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop different methods (e.g. matrix) for scoring different information in the application; • Determine the threshold of credit score for different types of products to provide guidelines for determining who can obtain the credit; • Develop lending criteria for each product based on the bank’s credit risk management and overall business strategic directions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of an appropriate set of lending criteria and scoring method which can strike a balance between risk and return to the banks. These should be supported by data from research on economic development, trends in banking industry and estimation on debtors’ default probability.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Analyse the economic environment and the implications on credit management
2. Code	109250L5
3. Range	Conducting analysis on the local and global economic environment. This applies to analysis using different kinds of methodologies and cover topics related to banking and credit management, such as market trends, banking industry trends, customer needs, corporate governance and regulatory requirements etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different research methodologies and models in economic research and apply the knowledge to design a suitable analysis approach for the bank; • Demonstrate professional knowledge in banking and credit management in order to interpret research findings. • Have an in depth understanding of corporate governance and regulatory requirements related to credit risk management and take them as key elements of credit risk management where applicable to the bank’s culture and environment (e.g. Basel Committee on Banking Supervision, HKMA Supervisory Policy manual and code of practice, etc.). <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse market and banking industry intelligence through various means such as consulting appropriate parties etc. to estimate the future economics and business climate so as to estimate credit risks; • Analyse changes of relevant laws and regulations and identify their implications on credit policies; • Perform analysis to understand characteristics and risks of collaterals according to current and future financial conditions; • Assess the competitive environment in the banking industry and obtain a better understanding of the current situations in credit market. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse and identify enterprise banking clients’ profile and preferences in credit related solutions from different sources of information such as income, buying behaviours and enquiries recorded in the bank etc.; • Review trends in credit applications in the market and examine the implications and anticipate for future trends; • Identify clients’ 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; • Evaluate the credit-based solutions to ensure they are in conformance with bank’s corporate governance and regulatory requirements etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of clients’ 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 behaviours of companies.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Develop procedures in credit approval
2. Code	109251L5
3. Range	Specification of bank-wide credit assessment and approval procedures for different kinds of loan products. This applies to approval on granting of new credits, extensions of existing credits and approving exceptions, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand theories and concepts related to enterprise banking lending in order to evaluate the eligibility of applicants; • Understand credit strategies of the bank in order to select the most appropriate methods in loan approval; • Demonstrate knowledge in different loan products offered by the bank by assessing and comparing the features of them in order to develop standards in judging clients' suitability; • Demonstrate proficient knowledge in regulatory requirements related to risk management in order to develop procedures related to credit approval. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define the process for granting credit, e.g. conducting analysis on borrower, loan purpose, structure of credit facility, source of repayment, etc.; • Develop standards for analysis related to the credit-granting process to ensure the quality and comprehensiveness of credit analysis; • Define approval criteria such as documentation and information required from applicants for the credit approval process; • Establish reporting system for approval of exceptions (e.g. temporary excesses or approval for deviation on standard credit policies, etc.) and specify information to be submitted for management to review the cases; • Establish the responsibilities of different parties (e.g. Credit Committee, individual credit officer) involved in the lending process. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop a reliable monitoring system to ensure appropriate delegation by considering credit experience and expertise of each individual; • Conduct independent audits on the credit approval function to review effectiveness of the procedures and make necessary enhancement; • Conduct regular review on credit authority delegation and make necessary enhancement to ensure it remains appropriate to current economic conditions and the bank's strategies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of procedures on credit approval with detailed specification of requirements and roles of each procedural step. These are supported by analysis on the features of loan products and credit strategies of the bank; • Recommendation of enhancements on credit approval procedures based on analysis on existing performance, the changing economic conditions and bank's strategies.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Develop internal rating system for the bank
2. Code	109252L5
3. Range	Development of borrower categorization of the bank in order to guide lending activities. This applies to borrowers for different kinds of products and segment.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge across different areas of credit management in order to evaluate the risk levels of different borrowers; • Understand the credit strategies of the bank and based on it to develop a most appropriate rating system which is coping with the bank’s strategic direction. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop criteria in grading loans by analysing current credit profile of the bank, historical records of loan repayment and market best practice etc.; • Develop internal rating system based on the results of analysis on the nature, size and complexity of the lending activities of the bank; • Assign credit risk rating based on the credit worthiness of borrowers’ / guarantors’ financial strength and the value of collateral, etc.; • Identify risk factors of different types of customers based on the bank’s experience and the market intelligence. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop a monitoring system to facilitate tracking of migration of individual loans through different credit ratings; • Develop an early warning system for identifying problem loans.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development on internal rating system for classifying different borrowers. These should be based on analysis on the lending activities of the bank, past record of loan repayment by different profiles of borrowers and current market practice etc.; • Development of suitable measures to monitor and maintain the implementation of the internal rating system.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Establish or revise credit policies, procedures and guidelines to respond to the changes in regulatory requirement and market environment
2. Code	109253L5
3. Range	Formulation or revision of credit policies, procedures and guidelines of the bank to comply with the changes in banking regulatory and internal compliance requirements. This applies to all types of enterprise banking credit policies and procedures.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess comprehensive knowledge of the bank’s credit strategies and apply it to develop or revise credit policies, procedures and guidelines; • Keep up to date on the developments of changing regulatory and internal compliance requirements and analyse their impacts on related credit policies and procedures. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Implement and administer all aspects of the bank’s credit compliance programmes; • Work with risk management unit, compliance experts and external digital banking vendors to correct issues and keep all systems updated to meet enterprise banking clients’ needs and comply with all regulations; • Perform compliance quality assurance reviews, due diligence, daily monitoring and investigations using industry standard and regulatory guidance to ensure the bank’s credit policies and procedures are in compliance with regulatory requirements; • Advice on the emerging compliance issues related to credit policies, procedures and guidelines and establish controls measures to mitigate risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop business and functional requirements of the bank’s credit policies, procedures and guidelines; review regularly to ensure the bank’s systems meet all regulatory and internal compliance requirements; • Review credit policies, procedures and guidelines of the bank and recommend changes based on risks identified or changes in laws and regulations; • Participate in a team-oriented and collaborative environment to improve the bank’s credit policies and processes and reduce bank risk.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation and revision of credit policies, procedures and guidelines of the bank to cope with regulatory and internal compliance requirements; • Conducting validation projects, transaction testing, and compliance quality assurance reviews regularly to ensure the bank’s credit policies, procedures and guidelines are in compliance with regulatory requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.1 Credit Strategies, Policies and Procedures Development)

1. Title	Enforce implementation of credit policy
2. Code	109254L4
3. Range	Monitoring and enforcing compliance related to credit strategies, policies and procedures. This applies to different business units of the bank and both on and off balance sheet exposure.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient and in-depth understanding of the details of credit policy in order to identify the consequences of non-compliance; • Understand risk assessment systems and management information systems in order to decide appropriate actions to measure credit risks inherent in all on and off balance sheet activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor day-to-day activities in order to ensure compliance with the established credit risk policies and procedures; • Provide appropriate training to ensure staff involved in credit activities are competent and fully understand the risk management strategy of the bank; • Conduct refresher training or Continuous Professional Development (CPD) activities to staff to update them with the latest development in credit related issues; • Review policies on segregation of staff's duties on credit related work so as to prevent operational risk; • Design appropriate remuneration policies and other reward system which does not entail unduly risk-taking behaviours of staff for generating short-term profits. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify any non-compliance incidents promptly and carry out immediate remedial actions to minimize loss to the bank; • Identify policy violations and conduct investigation to find out the root cause; • Consult staff who breached the credit policy and determine follow-up actions, e.g. counselling, retaining or disciplinary actions etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. No non-compliance incident is allowed; • Carrying out different kinds of training / briefing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Determine approval or rejection on credit applications
2. Code	109255L5
3. Range	Making the final decision on loan applications (decline, approve or approve with conditions). This applies to loan applications for different kinds of loan for enterprise banking clients.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize with theories and concepts related to corporate finance and loans related to enterprise banking in order to evaluate the eligibility of applicants; • Understand the loan assessment processes and apply the knowledge to evaluate factors affecting default risks and assess the impact on loan applications; • Possess product knowledge and compare the features of different loan products offered by the bank in order to judge their suitability for different customer needs. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive evaluation on business information of the applicants in order to interpret the results of preliminary risks assessments and identify areas which warrant further clarification; • Analyse relevant information to evaluate the estimation on repayment ability and default probability of the applicants; • Review and evaluate the suitability of loan products by analysing the features of the products against applicants' financing needs and affordability; • Review the collateral valuation report and take the results into consideration when making decision on approval; • Recommend the loan approval or rejection decision according to bank's lending criteria and provide justification. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make effort to ensure the approval or rejection decisions are coherent and supportive to the bank's value, strategic plan and changing business needs; • Upkeep the professional ethical standards of a banking practitioner during the process of loan applications assessment; • Review draft agreements and modify the terms and conditions (e.g. loan term, interest rate, repayment schedule, etc.) if necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Decision on the loan approval or rejection which specify the rationale, terms and conditions on the approved loan; • Judgement on loan approval or rejection is supported by comprehensive analysis on the business outlook, repayment abilities of the applicants and estimated risks to the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Review risk assessment on credit application
2. Code	109256L5
3. Range	Reviewing risk assessment approaches on credit application. This applies to risk assessment using in-depth analysis on individual applications which usually covers loan involving significant amount such as project finance, corporate finance, aircraft financing, and ordinary enterprise banking loans, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expert knowledge in theories and concepts across different areas of corporate finance in order to assess the risks of loan application; • Understand the characteristics of different credit products offered by the bank and apply the knowledge to compare and contrast features of them in order to judge the suitability of loan applicants; • Possess knowledge on the bank’s business portfolio and conduct research on factors affecting default risks and assess the probability and impacts of default. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Interpret research findings or other information on macroeconomic environment and industry analysis in order to assess business outlook and possible risks of the applicants’ business; • Evaluate financial statements and identify incomplete information in order to have an accurate and comprehensive analysis on the financial standing of borrower (need for securities); • Evaluate liquidity, profitability, and credit histories of establishments being evaluated with those of similar establishments in the same industries and geographical locations in order to identify discrepancies or suspicious statements / reports; • Evaluate and select the most suitable methods (e.g. net present value based on present market values, discounted cash flow valuation, etc.) to calculate the value of the businesses or projects; • Conduct site visit to verify the authenticity of information submitted and obtain additional information for assessment; • Conduct credit risk assessment by evaluating the business risk, financial risk and total corporate risk of the businesses / projects in consideration; • Estimate the degree of risk involved in extending credit or lending money by consolidating information from different analyses (e.g. track record, business performance, collateral valuation). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide recommendations on whether the current assessment methods satisfy the changing lending criteria of the banks; • Recommend revised assessment criteria and approaches for determination of approval (with or without condition(s)) / rejection on loan application and approved loan size with justification provided; • Specify revised principles for justification of approval on application which are violating credit risk policies or general lending criteria.

7. Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">• Provision of review on credit assessment for credit applications, specifying the risks and recommendations on loan approval (with or without condition(s)) / rejection. These should be supported by interpretation on the business outlook, repayment abilities.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Structure the credit facility
2. Code	109257L5
3. Range	Preparing proposal on credit facility which specify the detailed terms and conditions for submission to the approving authority of the bank. This applies to loan application which requires individual and/or group assessment and involves significant amount such as corporate finance, lease-based / asset-based financing solutions, aircraft and ship financing, machinery and equipment financing, project finance and syndicated loans.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the theories and concepts related to corporate credit management in order to assess the risks of loan application; • Demonstrate professional knowledge in corporate loan financing by applying it to evaluate factors affecting default risks and assess the impact on loan applications; • Possess knowledge in different enterprise banking loan products of the bank and apply it to evaluate and compare the features of them in order to judge the suitability of loan applicants. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify clients' purposes and objectives for the loan by evaluating relevant information; • Interpret and analyse financial information submitted (e.g. financial statements) to determine financial standing of applicants; • Conduct financial analysis on the business such as income growth, quality/competence of management and market share to determine expected profitability of the business thus the repayment abilities of applicants; • Perform assessment on the specific projects or assets which require financing, analyse cash flow to be generated and valuation of assets in order to have a more accurate assessment on the risks involved; • Develop tailor-made financial package options for applicants and structure the terms and conditions (e.g. loan amount, repayment timeline, rates, etc.) based on earnings, repayment history, prospective risk level, etc.; • Develop loan repayment plan (e.g. when, how) and provide supporting information to substantiate the plan (e.g. projected cash flow, projected revenue); • Develop proposals to specify financing options available to applicants and present the terms and explanation in a clear manner. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Determine pricing of individual credits to ensure the returns are commensurate with the risk level; • Analyse the risks of repayment and select suitable collateral or guarantee to protect the bank in case of inability to repay.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of proposal on credit facility which specifies the terms and conditions for the loan and repayment schedule. These should be supported by comprehensive analysis on the business outlook, repayment abilities of the applicants, estimated risks and return to the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Evaluate the performance of credit acquisition and make suggestions
2. Code	109258L5
3. Range	Evaluating revenue obtained from credit business and make suggestions on improving credit acquisition strategies. This applies to different kinds of credit products and services provided by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the technical knowhow of credit acquisition and apply the knowledge to evaluate the formula in calculating revenue to ensure the existing approach can provide an accurate and comprehensive calculation; • Understand the key factors which might affect the revenue from credit acquisition and apply the knowledge to execute a fair and unbiased evaluation on the performance of the bank’s credit business. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the performance of credit business and identify factors affecting the performance; • Estimate cost and revenue associated with different credit acquisition; • Compare the results with the performance in other time periods and conclude on the effectiveness and profitability of the credit business after considering the business and economic situations; • Analyse the hit rate on credit acquisition and calculate the success rate on different types of business (e.g. credit products, clients’ segment); • Analyse failed cases in credit acquisition and conduct relevant analysis (e.g. competitor analysis) to identify the causes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate different approaches for pricing and select the most optimal one after analysing the performance of credit business; • Conduct pricing comparison with other banks so as to recommend a competitive offer; • Determine the optimal levels of and standards for credit limits, risk cut-offs, collection actions to balance profitability and risk; • Develop alternatives to balance income potential with sufficient credit loss reserve levels.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation on the profitability of credit acquisitions based on the revenue and factors affecting the credit business; • Recommendation on measures for improving credit business based on the results of credit performance evaluation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Provide consultancy service to clients on credit risks
2. Code	109259L5
3. Range	Provision of Advisory services to clients on the credit risk of the products. This applies to enterprise clients of different segments and products of different types.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different theories and concepts related to credit analysis in order to assess the suitability of loan products offered to different clients; • Possess professional knowledge in credit analysis and different credit products and apply it to provide suitable advice to enterprise banking clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse risks associated with the products or services requested by the clients and assess the suitability; • Assess the knowledge of the clients in order to evaluate their understanding on the risks inherited in the products or services; • Identify customers' needs on consultancy service related to credit risk based on their business model, knowledge on the products acquired, etc.; • Explain features and risk levels of different alternatives and use appropriate methods to ensure clients have an accurate understanding. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide customized consultancy service on credit risks in accordance with the financial situation and risk bearing ability of each enterprise client; • Evaluate the situation of clients and provide advice on the suitable alternatives on investment / settlement methods in accordance with their unique financial situation or needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of professional advice related to credit risks to clients in accordance with the risks associated with the products or services and knowledge of clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Assess credit and financial strength of borrowers and prepare credit proposal
2. Code	109260L5
3. Range	Conducting risk assessment on credit application. This applies to risk assessment using in-depth analysis on individual applications which usually cover loans involving significant amount such as project finance, corporate finance, aircraft financing, and general enterprise banking loan products, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize with specialized knowledge related to corporate finance in order to assess the risks of loan application; • Have an in-depth understanding of credit management in order to identify factors which might affect default risks and assess the impact on loan applications; • Understand liquidity, profitability, and credit histories of establishments being evaluated with those of similar establishments in the same industries and geographical locations. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Interpret research findings on macroeconomic environment and industry analysis in order to understand the business outlook of the applicants' businesses; • Interpret financial statements to determine financial standing of borrower; • Apply suitable methods (e.g. net present value based on present market values, discounted cash flow valuation, etc.) to calculate the value of businesses or projects; • Conduct site visit to verify the authenticity of documentation submitted and obtain additional information for assessment; • Conduct preliminary credit risk assessment by evaluating the business risk, financial risk and total corporate risk of the businesses / projects in consideration; • Provide recommendations regarding the degree of risk involved in extending credit or lending money by consolidating information from different analyses (e.g. track record, business performance, collateral valuation); • Calculate the cost of offering the loan, e.g. funding costs, overhead expenses, administrative costs; • Calculate amount to be allocated to loan loss reserve and capital charges based on default probability, loss levels, etc.; • Provide recommendations regarding the affordability to enterprise clients and propose long-term, mid-term and short-term financing solutions; • Compute clients' ability to repay loan, estimate time for debt repayment given amount of debt, interest rates, and available funds. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recommend approval (with or without condition(s)) / rejection on loan application and approved loan size with justification provided; • Provide justification for approval on application violating credit risk policy or lending criteria.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of accurate credit assessment for credit applications, specifying the risks and recommendations on loan approval (with or without condition(s)) / rejection.

	These should be supported by interpretation on the business outlook, repayment abilities of the applicants, estimated risks and return to the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.2 Credit Acquisition)

1. Title	Conduct risk assessment for unsecured and / or secured lending using scorecard approach and proceed with approval
2. Code	109261L4
3. Range	Conducting preliminary risk assessment on credit application. This applies to risk assessment using scorecard approach covering small amount lending with collateral (e.g. SME financing guarantee scheme, overdraft, accounts receivable financing).
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize theories and concepts related to credit assessment in order to assess the risks of loan application; • Understand the requirements of the bank in credit assessment to ensure the results are comply with credit policy before proceeding to approval; • Possess product knowledge on the features of different loan products offered by the bank in order to judge the suitability of loan applicants. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Examine all necessary documents and analyse applicants' financial conditions (e.g. credit histories, property evaluations, financial standards etc.) and business operations; • Examine data regarding the application provided from applicants and identify irregularities or missing information; • Examine the report on collateral valuation and take the results into consideration when computing risks; • Calculate applicants' ability to repay loan, estimate time for debt repayment given amount of debt, interest rates and available funds; • Coordinate with credit association / bureaux and other business representatives to exchange credit information; • Calculate the amount to be allocated to loan loss reserve and capital charges for individual loan application based on default probability, loss levels, etc. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide recommendation on approval (with or without condition(s) / rejection on loan application and the approved loan size with justifications provided; • Determine interest rates and formulate repayment schedules based on information (e.g. earnings, savings, payment history, etc.); • Calculate the probability of default and calculate the loan-to-value ratio; • Provide suggestions on payment terms and length of loan, accounting for loan purpose, collateral, cash flow and loan amount, credit history in accordance with internal guidelines; • Provide suggestions on terms and conditions (e.g. sales and leaseback) on loan including requirements on collateral and overdue treatment during delay of payment or failure to pay.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of accurate credit assessment for credit applications. The assessment should contain relevant documents for checking and assessment on credit worthiness, repayment ability and possible risks to the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Allocate credit assets of the bank in accordance to the formulated credit risk management policies and risk appetite of the bank
2. Code	109262L6
3. Range	Maintaining an optimal allocation of credit assets of the enterprise banking in order to balance between risks and profitability. This applies to different kinds of assets in the bank's credit portfolio.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge across different disciplines in credit risk management in order to customize a suitable approach in managing the credit portfolio of the bank; • Demonstrate specialized knowledge in credit management by applying it to evaluate critically the credit strategies and portfolio objectives of the bank in order to construct a suitable portfolio management approach. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Construct the segmentation model for credit assets of the bank by conducting research to find out factors that may influence risk level of loan portfolio; • Conduct segmentation on loan portfolio based on common characteristics among loan; e.g. industries, geographic location, loan types, risk rating, etc.; • Analyse inter-dependencies between different loans (e.g. loans to companies dependent on same suppliers, loans to affiliated borrowers) and estimate the concentration risks of the credit composition of the bank; • Conduct research on the current and future developments in relevant regulatory requirements (e.g. capital adequacy) and take the findings into consideration when reviewing the bank's assets allocation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Optimize allocation of regulatory required capital and business generating economic capital to ensure financial stability, maintain confidence of the public and protect customers; • Manage the assets allocation of the bank to maintain a diversified portfolio and minimize risk exposure to the bank; • Estimate the risks in the existing portfolio and provide recommendations to achieve a better asset diversification; • Conduct research on the current and future economic development in order to construct a portfolio strategy which is consistent with the future business outlook.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Allocation of credit assets of the bank which is able to balance between risks and profitability on portfolio basis. The decision should be supported by findings from research on economic outlook, regulatory development and estimated risks in the current portfolio.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Review performance of loan portfolio for enterprise banking
2. Code	109263L6
3. Range	Conducting periodic review on the performance of the entire loan portfolio. This covers different kinds of assets in the bank’s credit portfolio.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess specialized knowledge across different disciplines in portfolio management in order to develop a suitable portfolio strategy of the bank; • Understand the macroeconomic environment and conduct research on future economic development for the purpose of defining risks and returns of the bank’s credit assets; • Understand the credit strategies and portfolio objectives of the bank in order to identify implications on managing the portfolio. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the risks of credit assets possessed by the bank and compare the results with anticipated profitability to judge whether an optimal allocation is arrived; • Conduct research to obtain updated information on the financial position, business operations and needs of current borrowers; • Ascertain changes in credit quality of the borrowers and identify opportunities and threats for the purpose of reviewing quality of existing loan portfolio; • Analyse the trends in risk level and reassess the credit risk strategy, lending criteria, internal rating system, etc.; • Analyse the changes in risks level and decide whether changes in loan classification is necessary; • Analyse and consolidate findings from different research in order to project probabilities in delinquency and prevent possible system risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate general provisions and provision for individual loan against the risk level to ensure the calculation of provisions remains realistic; • Report to senior management in case of deterioration in loan quality or risk exposure is exceeding the tolerance level; • Set appropriate risks parameters and prudential limits to ensure the loan portfolio of the bank is following statutory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation on existing credit portfolio in order to formulate improvement measures. These should be based on estimation of future profitability and risks of the portfolio, changing statutory requirements and strategies of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.3 Portfolio Management)

1. Title	Formulate a framework to monitor credit risk by using analytic models / other tools for enterprise banking
2. Code	109264L6
3. Range	Defining and implementing a framework to approve, monitor and report on credit risks and exposures arising from lending, trading, treasury and settlement activities in accordance with the bank's risk management principles, regulatory requirements and changing economic environment. It may involve the employment of a pre-set credit risk analytic models of the bank or using well established measurement tools adopted by the banking industry.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the credit assessment requirements of the bank in order to design sound policies on collecting relevant credit information for assessment; • Understand the purposes of credit risk assessment hence to provide rationale for collection of different credit related data; • Demonstrate knowledge in credit management by applying it to utilize different tools and methodologies for credit risk data collection and analysis. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Apply consistent principles and disciplines for credit risk management to ensure staff can follow the guidelines appropriately; • Examine completeness and accuracy of the credit risk data and validate the supporting documents to ensure they are in compliance with the credit requirements; • Provide strategic advice to bank management for setting risk appetite and allocating capital and assets to influence and meet regulatory standards; • Monitor bank-wide credit risks, including the independent assessment, monitoring and control of credit risk for the bank's business partners and/or subsidiaries; • Advise businesses and clients on credit risk mitigating strategies, develop tools and methodologies to analyse and monitor credit risks; and report on risk exposures and metrics to enable informed and strategic decision-making. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct credit reviews by using pre-set analytic models of the bank or other tools and approve all risk transactions conducted by counterparties of the bank and monitor the exposure generated by bank loans and trading activity in order to protect the bank from counterparty and/or borrower default; • Implement a robust credit analysis process in order to identify, assess, report and escalate the credit risks associated with the asset-based loans (e.g. securities-based lending) portfolio.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Overseeing lending activities, portfolio monitoring, managing and also assessing complex credit exposures within enterprise banking; • Employing analytical skills, with credit and industry knowledge, to analyse credit risk of enterprise banking; • Collaborating across credit risk and the business teams to meet client credit requests, while balancing the risk-return needs of the bank;

	<ul style="list-style-type: none">• Monitoring credit portfolio to accurately assign risk ratings to clients and facilities, and elevate issues to management team.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Assess performance and effectiveness of loan products for enterprise banking
2. Code	109265L6
3. Range	Participating in the construction of 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 related products, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the changes of the business environment and apply the knowledge to analyse information and intelligence from different sources to anticipate the future trends in credit risks and demands; • Possess knowledge in credit risk management and assess changes and challenges after considering local and overseas economic environment; • Understand the credit business strategies of the bank and based on that to evaluate existing credit products and services against the anticipated demands to identify gaps in credit market. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify opportunities to maximize customer acquisition in the context of bearing acceptable risks and meeting requirements on both corporate governance and regulatory compliance; • Conduct post launch product reviews and make recommendation on product refinements; • Assess productivity and clients' acceptability of existing credit products and services and identify causes of their performance gaps; • Analyse client's needs in different segments and develop appropriate products to meet their interests. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Be open and transparent in carrying out the performance assessment exercise for existing credit products; • Manage the assessment process with sensitivity to avoid negative impacts impose on other clients and business partners; • Assess performance and effectiveness of loan products following the standard working procedure, guidelines and other relevant legislation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Assessment of performance and effectiveness of credit products and provision of recommendations on revised product features which can expand customer base effectively; • The suggestions of new / revised products features are given based on thorough and critical analysis on client's demand and future outlook on economics and business development.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Develop risk mitigation strategies for the credit portfolio
2. Code	109266L5
3. Range	Developing strategies to minimize risks in the bank's credit portfolio. This applies to different kinds of assets in the bank's credit portfolio.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in credit risk management in order to maintain an optimal risk level for credit portfolio; • Demonstrate professional knowledge in credit management by utilizing different tools (e.g. setting exposure limits, credit derivative) in managing credit risk and their performance in different economic scenarios; • Understand the impacts on business environment caused by the changing external factors and apply the knowledge to evaluate current and future economic outlook and regulatory development for the purpose of developing suitable strategies in risk mitigation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the credit strategies and existing risks exposure of the bank in order to construct a suitable risk management approach; • Conduct analysis on the trends on risk level of the credit portfolio in order to identify critical factors which can affect the risk level; • Construct strategies in diversifying concentration risk, e.g. reducing exposures to particular type of loan, broaden customer base, altering product mix, industry etc.; • Formulate measures to protect the bank from undue risk exposure by employing suitable techniques, e.g. asset sales, securitization, credit derivatives, etc.; • Develop policies and procedures for applying different types of credit mitigation techniques; • Develop guidelines and standards on reporting to management when the aggregate exposure is approaching or exceeding portfolio limits. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the activities of credit risk mitigation strategies to ensure they are applied at the right time and used for their purported purposes; • Conduct regular review on the results of the mitigation instruments and provide suggestions on necessary changes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of risk mitigation strategies to maintain an optimal risk level for the bank's credit portfolio. These should be supported by analysis on the economic and regulatory development, as well as the risks exposure of the current portfolio; • Managing the implementation of the various mitigation strategies to ensure the intended results can be realized and provide suggestions on enhancement if necessary.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Conduct stress testing and analyse the results
2. Code	109267L5
3. Range	Conducting different types of stress testing at different complexity level. This applies to testing conducted on individual loans offered to clients or different portfolio segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess specialized knowledge in stress testing and apply it to evaluate different methods of execution in order to develop a suitable approach for the bank; • Understand the credit strategies and portfolio objectives of the bank and based on that evaluate the existing portfolio of credit assets; • Understand the current macroeconomic environment and trends and consider these as key factors of stress testing. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify factors (e.g. financial data, economic variables) that can impose effects on risk level of loan portfolio and develop financial models to quantify the sensitivity of loan performance to different scenarios; • Analyse existing performance / potential risks of the portfolio in order to determine the objectives for stress testing; • Design methodology, analysis framework and tools on stress testing which are aligned with the objectives of the testing; • Develop testing plan and conduct the test by altering assumptions in different variables and record the effect on portfolio credit quality; • Analyse the performance of different assets and liabilities under the various hypothetical scenarios; • Analyse the results of stress testing and identify the vulnerability of different segments of loan portfolio. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consolidate the results of stress testing into the risk management process and develop suitable measures; • Develop contingency plans for vulnerable segments, e.g. strengthening the supervision process, imposing limits, devising existing strategies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of stress test which specifies the methodology, analysis framework and execution plan. These should be based on analysis on issues faced by the bank, strategies of the bank and existing performance of the portfolio; • Provision of Recommendations on contingency plan / risk management measures for the portfolio based on the analysis on the findings of different stress tests.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Manage and control the risks of the credit assets for enterprise banking
2. Code	109268L5
3. Range	Conducting risk management and control of the credit assets of the bank. This applies to different kinds of credit assets possessed by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in managing risk of credit assets by applying it to evaluate different risk management strategies for the purpose of designing a most suitable approach for the bank; • Understand the credit strategies and portfolio objectives of the bank in order to build alignment between the selected risk management approach and the bank’s strategies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess the situation in order to identify the most suitable approach in risk management and develop the execution plan; • Design risk management measures to diversify risks into different uncorrelated or less correlated business; • Mitigate credit risk by acquiring security, insurance, third party guarantee, etc. • Identify factors affecting the value of credit assets for assessing the purchase or selling price in order to quantify the risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate effectiveness of different approaches of risk management for the purpose of transferring or mitigating credit risk; • Review current risk management measures and provide suggestions on improvement based on results of evaluation on different approaches for transferring or mitigating credit risks.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of measures to optimize credit risks exposed to the bank based on the analysis of existing risk exposures and strategies of the bank as well as available options of different approaches for transferring or hedging the risks under concerns; • Evaluation of risk management measures and provision of recommendations on improvement.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.3 Portfolio Management)

1. Title	Evaluate market value and marketability of collateral and identify the risks associated with the loan
2. Code	109269L5
3. Range	Evaluation of the market value of credit assets possessed by the bank in order to judge risks associated with the loans. This applies to credit assets of different kinds.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge on the bank’s policies about different types of well-defined acceptable collateral and their respective security value in accordance with internal guidelines; • Possess specialized skills on asset valuation and apply them to evaluate common practices in the banking industry in order to refine existing approach adopted by the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify factors which can affect the market value of different kinds of assets to ensure an accurate valuation; • Analyse market situations and valuation done by other banks in order to evaluate the formula of assets valuation adopted by the bank; • Analyse information on trends in historical price, future economic development and other relevant factors in order to determine the fair market value of different collaterals; • Evaluate changes in the value of collaterals and adjust risks associated with the loans accordingly; <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Initiate the loan review process to evaluate whether adjustment is necessary; • Always benchmark and follow the best practices to execute asset valuation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluating the market value of the bank’s collateral based on the analysis on historical price, economic conditions and other relevant factors.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Conduct on-going monitoring of borrowing accounts
2. Code	109270L5
3. Range	Monitoring borrowing accounts transactions regularly or in real time for risk by using different kinds of analysis methods covering areas on banking practice, commercial credit management, clients' corporate governance, clients' business and industrial trends and regulatory requirements. This applies to different types of enterprise banking loans accounts.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in risk management in order to identify the most appropriate method in borrowing account risk monitoring; • Understand the processes of credit monitoring and evaluate the performance of clients' accounts to compare with the credit strategies and portfolio objectives of the bank to identify critical areas for further follow-up actions; • Keep up to date on the future development and current performance of clients' business / participating industry. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse clients' historical information, account profile, account activities/ pattern, business outlook, predicted future activity, financial and business data, etc. for identifying risk levels; • Monitor indicators of credit quality (e.g. delinquency, risk rating trends) and identify changes in risk characteristics of loan portfolio; • Perform on-site inspection and regular due diligence review to identify early signals or delinquency; • Analyse the customers, products, activity and financial transactions profile of bank clients to track if any irregularities occur; • Monitor clients' borrowing accounts and advise them of new or alternative services to meet their changing needs; <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify causes and sources of risks and report to appropriate parties for prompt remedial actions; • Restructure debts of clients to improve clients' financial stability and solvency, when it is necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring and tracking various indicators of the clients' credit portfolio to identify early delinquency signals and business opportunities.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.3 Portfolio Management)

1. Title	Monitor the risk level of the loan portfolio to identify early risk signal
2. Code	109271L4
3. Range	Monitoring the risk exposures of the loan portfolio and reporting to senior management. It refers to day-to-day monitoring of the overall portfolio which covers monitoring of different types of risks.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in credit risk management in order to identify the most appropriate method in risk monitoring; • Understand the credit strategies and portfolio objectives of the bank in order to identify critical areas for monitoring. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor and ensure the credit administration is in compliance with contractual requirements and facility terms; • Track risk indicators of credit quality (e.g. delinquency, risk rating trends) and detect changes in risk characteristics of loan portfolios; • Identify early signals of delinquency or system risk and escalate to appropriate parties for prompt remedial actions; <p>6.3 Professional Behaviour and Attitude</p> <ul style="list-style-type: none"> • Identify the sources and causes of the changes in risk level, e.g. underwriting standards, economic conditions, personnel issue and recommend appropriate corrective action; • Demonstrate professionalism by applying impartial and unbiased judgment throughout the loan portfolio assessment process; • Regularly review the advantages and weaknesses of forecasting and reviewing approaches and adopt the most reliable measure; • Report to senior management about the results of analysis on risk profile of overall loan portfolio.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring and tracking the various indicators of the credit portfolio to identify early risk signals; • Compilation of report on risk level of the portfolio by consolidating information from different risk indicators.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Formulate policies and procedures in managing problem loans
2. Code	109272L6
3. Range	Designing policies and their associated procedures to deal with bad and doubtful debts. This applies to bad debts incurred in different types of enterprise banking accounts.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in managing problem loans by applying it to analyse common practices in dealing with problem loans and design suitable policies which are in alignment with the strategies of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse Management Information System (MIS) reports and delinquent accounts to identify common causes for problem loans in order to formulate customized policies to handle different types of problem loans; • Formulate different policies on loan collection based on analysis of the causes and characteristics of delinquent accounts; • Design remedial actions to ensure effective collection of problem loans repayments. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design policies in restructuring loan facility, enhancing credit limits and / or reducing interest rates in assisting customers to improve repayment capability, if warranted; • Formulate guidelines in negotiating with clients to formulate plan on settling the outstanding amounts of delinquent accounts, including waiver of interest and loan haircut in certain instances.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of policies on managing bad and doubtful debts based on analysis on the bank's strategies and characteristics of delinquent accounts.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Conduct post approval credit monitoring and review on problem loans
2. Code	109273L5
3. Range	Conducting on going credit monitoring on loan accounts and reviewing problem loans to identify the underlying causes. This applies to loans of different kinds, amount and client segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand theories and knowledge in bank lending in order to analyse the situation in different cases of problem loans; • Demonstrate professional knowledge in problem loans management (e.g. common causes for problem loan, early warning signals) by applying it to identify the root causes of different problem loans. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the repayment record and transaction records of different accounts of the clients in order to identify possible causes for delay in payment; • Review the accuracy of past documentation (e.g. collateral valuation report, risk assessment, tracking report) and timeliness of problem identification in order to identify possible root causes for problem loans; • Consolidate information from different sources in order to analyse the changes in financial situations of the clients when compared to the time of loan origination; • Compare the loan with lending guidelines to identify any deviation from the agreed principles; • Determine the amount of provision for problem accounts and assess the impact on the bank's credit portfolio. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate information related to current and projected financial status of applicants, hence, to re-assess the bank / client relationship and carry out necessary follow-up actions promptly; • Classify the unpaid debt customers to make claims and provide necessary information to relevant parties, if warranted.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of post approval credit monitoring and identification of the underlying causes of problem loans. These should be based on analysis on the financial situation and transaction pattern of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Implement legal actions on unpaid debt clients
2. Code	109274L5
3. Range	Undertaking legal actions on borrowers who are failing to meet the payment schedule. This applies to all kinds of delinquent accounts which repayment agreement with borrowers cannot be reached.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess specialized legal knowledge and apply it to assess the laws and regulations related to unpaid debt to evaluate whether the bank should take any legal actions against the accounts; • Understand the processes of taking legal actions against unpaid loan accounts and evaluate similar precedent cases to judge whether the bank should take any legal actions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate information related to current and projected financial status of applicants; • Appraise repayment capability of clients by tracking their past performance and financial status; • Classify the unpaid debt customers to make claims, if justified; • Initiate legal actions against unpaid debt customers if claims are warranted. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make decision on issuing solicitor's letters to unpaid debt customers to demand repayment prior to legal actions; • Undertake legal actions on defaulting customer properly to protect the bank's interest (e.g. taking possession of the properties in mortgage, imposing charges or bankruptcy action).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Taking legal actions on clients when it is necessary. The decision is based on a thorough analysis on precedent cases, value of collateral and repayment capability of clients, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management

(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Develop procedures and guidelines for the recovery of problem loans
2. Code	109275L5
3. Range	Formulating policies and designing guidelines and procedures for the recovery of problem loans. This applies to problem loans incurred in different types of enterprise banking accounts.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of debt collection procedures and apply the knowledge to analyse collection reports and delinquent accounts to identify common causes for problem loans; • Understand and re-evaluate common practices in dealing with problem loans in order to design suitable approach which is in alignment with the strategies of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop guidelines on recovery of problem loans based on analysis of the causes and characteristics of delinquent accounts; • Design remedial actions and procedures to ensure effective collection of doubtful debt. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Establish rules and guidelines to ensure actions taken by the bank do not hurt the dignity and respect of bank clients; • Formulate standard workflows and procedures in collecting over dues or repossession of the security in order to protect the interest of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing guidelines and procedures on managing problem loans based on the analysis of the bank's strategies and characteristics of delinquent accounts; • Developing guidelines to ensure debtors are equitably treated.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Conduct loan workout with clients
2. Code	109276L4
3. Range	Coordinating and negotiating with clients for the purpose of putting a delinquent loan back on track. This applies to loans of different kinds, amount and client segments.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of debt collection processes of the bank and apply the knowledge to review the procedures and policies to develop suitable approach for individual overdue account; • Understand handling procedures in overdue accounts and review all available information related to the reported problem loans in order to decide action steps to be taken. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Appraise repayment capability of clients by collecting and analysing relevant information such as their income, property and value of collateral, etc.; • Recommend different alternatives to facilitate troubled borrowers returning to financial health; • Provide guidance in loan restructuring to ensure the bank’s return is maximized in case of default. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Negotiate with clients for coming up a mutually agreed way of settling overdue accounts; • Communicate with clients to minimize possibility of bad debts by selecting an appropriate payment arrangement to recover overdue loans; • Propose remedial actions and recovery plans for unpaid debts to protect the interest of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Suggestions of remedial actions / recovery plans for unpaid debts in order to minimize the credit loss of the bank. The suggestions should be communicated to clients and obtain their agreement.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Monitor progress of debt collections
2. Code	109277L4
3. Range	Monitoring the debt repayment. This applies to different types of borrowers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand debt collection procedures and apply the knowledge to monitor timeliness of repayments to identify any possible risks and prevent loss due to bad debts; • Understand collection process in order to monitor the progress of repayment of loans. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify early warning signals of increasing credit risks or adverse credit trends in order to find out problem loans in a timely manner; • Develop measures to strengthen the oversight and monitoring of loans with high chance of delinquency; • Make decision on lowering risk rating of particular loan based on analysis of different factors; • Select and implement appropriate collection measures according to the situations of delinquent accounts. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Supervise debt collections of accounts receivable that follow credit policies and procedures of the bank; • Monitor daily business activities to ensure credit policies and procedures are being followed; • Review status of debt collections, remedial actions and recovery plans for unpaid debts; • Monitor daily activities related to debt collections to ensure they are in compliance to different rules and regulations; • Take necessary steps to ensure procedures of loan repayment are adhered to the bank's internal standards and external regulations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of delinquent accounts and selection of appropriate actions based on the different conditions for the purpose of loan collection; • Monitoring of the entire debt collection process to ensure that the actions are in compliance to regulations and the repayments are in accordance with collection schedules.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Collect bad and doubtful debts
2. Code	109278L4
3. Range	Collect payment from delinquent accounts of different kinds.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s policies and procedures in collecting bad and doubtful debts in order to select an appropriate action according to different situations. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review records of the delinquent account and decide on appropriate actions to minimize potential loss to the bank; • Manage resources effectively and ensure expenses incurred by the collection methods can be recovered from borrower; • Source, select and recruit suitable agencies or solicitors to collect bad and doubtful debts; • Monitor the services of the collection agencies or solicitors to ensure the fulfilment of the bank’s requirement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Ensure the actions taken by internal collectors or bad debt collection agencies or solicitors that are in accordance with the bank’s policies and external regulations; • Conduct service audits on appointed bad debt collection agencies or solicitors and guide them to follow the bank’s collection policies and standards as well as the external regulations when necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 / standards or other external service providers / counterparts; • Monitoring of services of internal and external collection agencies or solicitors in order to ensure compliance with the bank’s standards as well as external regulations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.4 Monitoring Non-Performing Loan Performance)

1. Title	Collect payment from debtors
2. Code	109279L3
3. Range	Performing the routine collection activities of debt repayment. This applies to collection activities applied on different types of borrowers.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the requirements of debt collection process in order to prepare documents related to debt collections independently; • Understand established procedures of loan repayment of the bank to collect payments from customers effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Handle loan bookings and repayments of clients in accordance with the bank's internal standards and external regulations; • Assist customers to understand the collection procedures and explain terms of credit conditions when necessary; • Advise clients all possible ways of settling overdue accounts outstanding to provide convenience; • Arrange payments of overdue accounts to protect the interest and reputation of the bank; • Inform overdue accounts through mutually agreed means (e.g. phones, letters, etc.) for timely payments or unpaid accounts. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Report problem loans to management in accordance with the guidelines of the bank for further collection actions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Collection of debts in accordance with respective terms and conditions; • Handling of overdue accounts according to the bank's procedures, external regulations and report problematic cases to management for proper follow-up actions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Analyse the performance of credit system and define the overall strategies for the bank
2. Code	109280L6
3. Range	Conducting analysis on the bank's credit system in order to ensure the entire system is operating properly. This applies to analysis on credit systems related to different kinds of credit products and covers the entire credit processes.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in bank lending, asset and liability management in order to evaluate the current lending process of the bank; • Understand the credit strategy and business objectives of the bank and apply the knowledge to analyse the current approach in credit management. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the trends in credit data to identify potential credit problems at an early stage; • Analyse exception patterns and identify possible problems in the lending process; • Evaluate the performance and risks level of each lending process and provide recommendations for improvement; • Develop and customize the template of MIS reports in order to provide management with critical information for facilitating their decision (e.g. direction on lending activities, risk control). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide timely, concise and clear information about the loan portfolio and the attendant risks for senior management and relevant parties to understand the current situations; • Identify high risks areas and recommend measures to prevent risk breakout; • Design the presentation format to ensure reporting in a concise manner and can satisfy the needs of management.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation on the credit system of the bank in order to provide recommendations on improving the credit processes; • Provision of improvement recommendations based on the analyses of data related to the credit systems and the strategy of the bank; • Reporting the findings on credit system evaluation to management and relevant parties by evaluating their information needs and design the report format / template accordingly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Develop and enhance credit related functions in management information system (MIS)
2. Code	109281L6
3. Range	Development of bank-wide management information system (MIS). This applies to MIS for recording credit related data and managing credit functions of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts, features and models of MIS and apply the knowledge to compare their pros and cons for the development of a system which can accurately reflect the performance of credit function of the bank; • Demonstrate specialized knowledge across different disciplines of credit management in order to customize the system to satisfy the needs of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on the development of the banking industry and macro-economic environment in order to determine the scope of the system; • Evaluate the credit processes of the bank in order to identify critical data to be tracked and monitored; • Conduct review on past performance of the credit function, identify critical and / or high risks factors to be covered in the system; • Conduct research in order to identify the needs and requirements of different stakeholders; • Determine information to be included in MIS in order to define the scope of the system, e.g. on and off balance-sheet credit exposure to ensure a comprehensive coverage of the system; • Design the operation flow and user guidelines for the MIS. According to the bank's operational requirements. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design suitable and unique features to ensure MIS is sufficient to support different functions in credit management of the bank, e.g. tracking, risk assessment, portfolio management; • Develop a customised mechanism to ensure the adequacy and accuracy of the loan data in the MIS; • Design templates for standardized reports according to the needs of management and other users.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of a MIS which can provide accurate, updated and comprehensive information for monitoring the bank's credit function. These should be based on research findings on the bank's credit process and needs of various stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Identify gaps in existing credit management systems and make recommendations for improvement
2. Code	109282L5
3. Range	Maintenance of credit systems for supporting smooth operation of the bank's business. This applies to the entire credit management systems covering different credit processes.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in credit management and apply it to review the performance metrics to analyse the performance of credit business and evaluate the effectiveness of credit strategies of the bank; • Understand the bank's existing credit management systems and apply the knowledge to review the bank's credit risks level and recognize its trend and patterns for the purpose of identifying the causes of variations. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Investigate any limit excess or unauthorized overdraft position to find out the root causes; • Identify critical and/or potential impacts on bank's operations as brought by different levels and types of credit risks; • Conduct appropriate analysis (e.g. delinquent account analysis) to evaluate the bank's vulnerability to different kinds of credit risks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse trends in losses and fraud cases to identify gaps in credit management and investigate for the root causes; • Recommend improvement strategies for credit strategy setting based on the performance gaps identified.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation of existing performance of credit management by analysing relevant performance metrics, risk levels and potential root causes, etc.; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Monitor credit related data
2. Code	109283L4
3. Range	Monitoring data related to the credit functions. This applies to data covering different kinds of credit products and credit operations processes.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in concepts related to bank lending in order to identify warning signals in the lending process; • Understand the bank’s credit strategy and apply the knowledge to review existing lending processes for the purpose of identifying critical / high risk areas which require close monitoring; • Possess knowledge in common data integrity problem in MIS in order to uphold the data quality. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Track the changes in data related to the credit function and identify abnormalities and deviations; • Identify early warning signals of the credit function in a timely manner; • Take necessary actions to ensure financial information is received and reviewed in a timely manner; • Assess the severity of problems identified in the credit function and report to relevant parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Check accuracy and reliability of information obtained from internal departments and external service providers in order to maintain data quality in the MIS; • Identify deficiencies in MIS and the root causes; conduct corrective actions if necessary; • Comply with the privacy and other relevant regulations when carrying out the monitoring functions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring of data related to the credit function and identification of abnormalities or warning signals in order to ensure a smooth operation of the credit function.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Provide training / learning activities to disseminate knowledge related to credit management
2. Code	109284L4
3. Range	Provision of different kinds of learning activities to enrich knowledge related to credit management of bank employees. This applies to different information and knowledge related to credit policies, practices, products and updated trends in the banking industry.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand training needs of related parties by collecting information from different reliable sources and evaluating the updates, changes and developments in the banking industry related to credit products; • Understand job responsibilities related to credit management and based on that to identify credit knowledge requirements of different job roles. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify the knowledge level and characteristics of different employees in order to design suitable learning activities; • Select suitable external programmes on credit management and internal educational sessions related to the bank’s credit management system for different employees; • Design in-house training programmes which can customize to the needs and knowledge of different employees; • Organise different kinds of activities which can promote awareness and deepen understanding in the importance of credit management. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain a complete record of training on credit management for the purpose of staff development planning; • Regularly review the effectiveness and weaknesses of training activities conducted and take improvement measures to enhance training quality.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3. General Enterprise Banking Credit Management
(Key Function – 3.5 Credit Systems and Maintenance)

1. Title	Record and report credit related data
2. Code	109285L3
3. Range	Preparation of documents related to credit risk management. This applies to documents of different kinds and to different parties.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s guidelines in documenting information related to credit function in order to follow the procedures and standards; • Understand the standard format and templates of relevant documents in order to execute the tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Update the data regularly and purge outdated loan information from the systems; • Keep all relevant credit information related to each borrower properly; • Prepare and maintain credit files and approval records in accordance with the bank’s standards; • Enter query, track and aggregate loan data by using the MIS properly; • Update customers’ credit records in accordance with their loan repayment activities and / or changes on credit facility structure on regular basis; • Prepare statements to inform customers their most up-to-date debt status at the bank on regular basis. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Comply with documentation policies while carrying out the job.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Presentation of new and/or revised documents related to credit risk management on regular basis by using standardized templates; • Presentation of statements informing customers their latest status at the bank on regular basis by using standardized templates.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.1 Large Corporate Credit Acquisition)

1. Title	Approve credit application on credit based solutions to large corporations
2. Code	109286L6
3. Range	Structuring and approval of credit facilities for large corporations such as real estate development loan / construction finance. This applies to large amount and mid to long term loan extended to large corporate clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the theories and concepts across different disciplines of credit management and apply it to assess the risks of credit application of large corporation; • Understand the latest development in the macroeconomic environment, e.g. the development of Mainland China, development of the property market in Hong Kong, etc. in order to identify the implications on enterprise banking; • Understand related ordinance and legislation, recent updates of government policy, etc. in order to identify the implications on large corporate clients; • Demonstrate specialized knowledge in credit assessment of large corporates by conducting comprehensive examination on their complex credit applications and defining critical factors for approval. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive analysis on the business and corporate information of the applicants by employing different analysing technique in order to assess the risks in extending credit facilities; • Demonstrate professional knowledge in accounting and cash flow business analysis in order to estimate the outlook of the applicants' industry and / or business and performance of their businesses; • Assess the information of credit application by analysing the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Determine approval or rejection of loan application based on a thorough analysis of client profile, business model, financial status, collateral values and other relevant data; • Build a trusting relationship with the applicants in order to obtain useful information about the future strategies for identifying their financial needs; • Review draft agreements and modify the terms and conditions (e.g. loan term, interest rate, repayment schedule, etc.) if necessary; • Calculate, assess and ensure the bank's return on the money lent is proportional to the risks and security taken by the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Decision on approval or rejection of credit application by large corporations based on critical analyses on the projection of future business performance of the applicants, its repayment ability and level of risks involved in the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.1 Large Corporate Credit Acquisition)

1. Title	Assess credit application on credit based solutions to large corporations
2. Code	109287L6
3. Range	Structuring and assessment of credit facilities for large corporations such as real estate development loan / construction finance / large scale production plant financing. This applies to large amount and mid to long term loan extended to large corporate clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the theories and concepts across different disciplines of credit management in order to critically assess the risks of credit application of large corporation; • Understand the latest development in the macroeconomic environment, e.g. the development of Greater Bay Area, in order to identify the implications on enterprise banking; • Possess knowledge on related ordinance and legislation, recent updates of Chinese Government policies, changed rules of HKMA etc. in order to identify the implications on corporate clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive analysis on the business and corporate information of the applicants by employing different analysing technique in order to assess the risks in extending credit facilities; • Assess the information of credit application by applying professional knowledge in accounting and cash flow analysis in order to estimate the outlook of the applicants' industry and / or business and performance of their operations; • Analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio; • Liaise with other teams to structure products and services in order to provide the most optimum and effective way in satisfying clients' financial needs; • Evaluate clients' feedback on the product recommendations and coordinate with specialists in the bank to satisfy the financing needs of clients; • Recommend outcome of loan proposal based on lending criteria. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide recommendations on whether the proposal satisfy the lending criteria of the banks; • Recommend approval (with or without condition(s)) / rejection on loan application and approved loan size with justification provided; • Provide justification for approval on application violating credit risk policy or lending criteria.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of credit assessment on credit application by large corporations based on critical analyses on the projection of future business performance of the applicants, its repayment ability and level of risks involved in the deal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a. Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.1 Large Corporate Credit Acquisition)

1. Title	Structure loan hedging arrangement and relevant products
2. Code	109288L6
3. Range	Provision of customized financial arrangement related to configuration of loan hedging relevant products. This applies to loans offered to the more complex enterprise banking clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts related to loan hedging arrangement and apply the knowledge to offset potential losses or gains that may be caused by a loan offered to large corporate clients; • Possess knowledge in complex corporate banking products and apply the knowledge to evaluate and compare the pros and cons of different types of financial instruments including stocks, insurance, forward contracts, options, swaps, future contracts and derivative products, etc.; • Comprehend the common market practices and identify the new developments of hedging arrangement and relevant complex products, as well as current financial services development. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess risk level of credit facility offered to clients in consideration of the loan structure plus the financial and business information of the clients; • Take position in financial markets to offset and balance against the risks adopted by the loan offer; • Utilize financial instruments to offset risks effectively by strictly observing the bank's risk management policies and structuring special features for the loan tailored to clients; • Establish the documentation between the borrowers and the bank to set out the economic terms of the hedging transaction prior to the financing transaction (e.g. right to sell client's loan obligations); • Design loan hedging structure to reduce the undesired risks by matching the cash flows or periodic repayment of the loan arrangement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Measure the risk of unpaid loan owing by clients and sell the obligations at a fairly calculated discount rate in the market based on the economic terms of the confirmation; • Monitor the bank's loan portfolio and asset position to improve financial stability and solvency.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Structuring proposals on loan hedging arrangement such as a swap in the context of a loan agreement in order to managing the different types of risks including interest rate risk, currency risk and client's insolvency risks, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.2 Large Corporate Credit Facilities)

1. Title	Act as an initiator or a major participating bank to structure syndicated loan for corporate clients
2. Code	109289L6
3. Range	Structuring credit facilities on real estate development loan / construction finance / large scale project financing which involves more than one participating lender. This applies to large amount and mid to long term loan extended to large corporate clients.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive knowledge in syndicated loan and across different disciplines in credit management in order to structure a deal in syndicated lending; • Understand the latest development in the macroeconomic environment, e.g. the development of Mainland China, economic outlook of the Greater Bay area, changes in HKMA's policies, etc. in order to identify the implications on large corporate clients and the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on the industry and businesses of the applicants in order to project the future outlook; • Conduct comprehensive analysis on the business and corporate information of the applicants in order to identify possible risks; • Analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio; • Determine initiator roles of the bank in the syndicated loan as well as roles and responsibilities of all other parties (i.e. borrowers and all other participating lenders) in accordance with the risk appetite of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop the structure of syndicated loan and obtain an agreement with all other participating banks regarding the shares and responsibilities; • Determine the structure, pricing and repayment schedule of the deal in order to provide adequate safety margin to the bank; • Determine provisions to be included in the information memorandum / loans and security documentation to ensure interests of the bank are adequately protected.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of proposal on the structure of syndicated loans to specify the roles of different banks, details of loans structures, terms and conditions, etc.; • Reaching agreement on the terms and conditions of the syndicated loan with the client and other participating banks based on individual bank's interest and critical analyses on the business outlook of clients, estimation of clients' repayment abilities and risks level involved.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.2 Large Corporate Credit Facilities)

1. Title	Structure special assets / equipment leasing and financing services to corporate clients
2. Code	109290L5
3. Range	Structuring credit facilities on special assets / equipment leasing and financing services. This applies to large amount and mid to long term loan extended to large corporate clients with special financing needs.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and professional knowledge across different disciplines in credit management in order to structure the deal in special assets / equipment leasing and financing; • Possess professional knowledge regarding the industry specialization (e.g. sector structure, key competitors, critical success factors, tax implication, enforceability of collateral) of the clients in order to evaluate the risks and profitability of the deal. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess the risks of the applications and evaluate the performance of clients' business by employing different qualitative and quantitative methods (e.g. accounting ratio, cash flow analysis); • Identify key vulnerabilities that may affect the development trend and industry outlook of clients' industry in order to evaluate the future performance of the development project and credit standing of the clients; • Analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio; • Structure credit facilities for high value assets such as heavy machinery, jets, car fleets, vessel buildings, shipping lines, etc. of the large corporate clients.in the form of special assets / equipment leasing. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Structure the deals in accordance with the credit worthiness of the clients, projected performance of the business and credit strategy of the bank; • Analyse the special financial requirements of the clients to structure a special assets / equipment leasing or other financing structural deal which can meet the needs of clients while provide adequate protection to the bank's interests.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Structuring of large amount of credit facilities for special assets / equipment leasing or other structural financial services for large and complex corporate clients; • Development of proposal and specification of the structure, terms and conditions of the financing deal based on the evaluation of the financial needs, business outlooks, repayment abilities and level of credit risks, etc. of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.2 Large Corporate Credit Facilities)

1. Title	Structure credit facilities for real estate development loan / construction finance
2. Code	109291L5
3. Range	Structuring credit facilities on real estate development loan / construction finance. This applies to large amount and mid to long term loan extended to corporate clients whose business is specialized in property development.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in credit management in order to structure loan for the real estate development project; • Possess professional knowledge regarding property development, real estate and construction industry (e.g. sector structure, key competitors, critical success factors) in order to evaluate the risks and profitability of the deal. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the macro-economic environment and market indicators (e.g. spreads, credit ratings) in order to assess the risk in financing and the market view on the development project; • Evaluate the performance of clients' business by employing different qualitative and quantitative methods (e.g. accounting ratio, cash flow analysis); • Assess the risks of applications and analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio; • Estimate the projected sales and cash flow of the project in order to estimate the repayment ability and sources and timing of repayment of the clients; • Provide recommendations on the structure of credit facilities and arrange the deals in accordance with the credit worthiness of the clients, projected performance of the business and credit strategy of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse the debt structure of the clients to structure a deal which can meet the financial needs of clients while provide adequate protection to the bank's interests.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of recommendations on credit facilities for real estate development loan by specifying the structure, terms and conditions of the deal; • Development of the loan structure based on the evaluation of the financial needs, business outlooks, repayment abilities and level of credit risks, etc. of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.2 Large Corporate Credit Facilities)

1. Title	Structure credit facilities for large scale project finance programmes
2. Code	109292L5
3. Range	Structuring credit facilities on large scale project financing programmes such as funding (financing) of long-term infrastructure, industrial projects, and public services. This applies to large amount and mid to long term loan extended to large and complex corporate clients.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in credit management in order to structure deal for project finance program; • Possess professional knowledge regarding the industry specialization and the special features of project financing (e.g. sector structure, key competitors, critical success factors) of the clients in order to evaluate the risks and profitability of the deal. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the performance of clients' business and projected cash flow of the financed project by employing different qualitative and quantitative methods (e.g. accounting ratio, cash flow analysis); • Identify key vulnerabilities that may affect the development trend, industry outlook and project outlook of the clients in order to evaluate the future performance of the development project and repayment ability credit standing of clients; • Assess the risks of applications and analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio; • Obtain capital contribution commitments from the owners of the project company to ensure that the project is financially sound; • Estimate the projected revenues and cash flow of the project in order to estimate the repayment ability and sources of repayment of the clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Structure the deals in accordance with the cash flow worthiness of the projects, projected performance of the business and credit strategy of the bank; • Analyse the debt structure of the clients to structure a deal which can meet the financial needs of clients while provide adequate protection to the bank's interests; • Provide recommendations on other credit facilities if alternative products are considered more appropriate.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Structuring of credit facilities for project finance programmes to specify the structure, terms and conditions of the deal; • Development of project finance structure based on the evaluation of the financial needs, nature of the project, business outlooks, cash flow of the project repayment abilities and level of credit risks, etc. of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 3a Other Services on Enterprise Banking Credit Management (for Large Corporations)

(Key Function – 3a.2 Large Corporate Credit Facilities)

1. Title	Structure credit facilities for large scale operating assets financing programmes
2. Code	109293L5
3. Range	Structuring credit facilities on large scale operating assets financing programmes. This applies to the use of a client's company's balance sheet assets, including short-term investments, inventory and accounts receivable, to extend a large amount of mid to long term loan to large and complex corporate clients.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in credit management in order to structure financing programmes on operating assets; • Possess professional knowledge regarding the industry specialization (e.g. sector structure, key competitors, critical success factors) of the clients in order to evaluate the risks and profitability of the deal; • Demonstrate professional knowledge in operating assets finance by applying it to assess the values of clients' operating assets and inventory to justify loan approval. <p>6.2 Applications Assess the risks of applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the performance of clients' business by employing different qualitative and quantitative methods (e.g. accounting ratio, cash flow analysis); • Assess the risks of applications and evaluate the business strategies of the company in order to assess the needs in asset investment and the commercial value of the operating assets; • Analyse the capital structure of clients in order to identify the most suitable means of financing which can balance their assets and liabilities portfolio. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Structure the deals in accordance with the credit worthiness of the clients, values of the operating assets, projected performance of the business and credit strategies of the bank; • Analyse the debt structure of the clients to structure a deal which can meet the financial needs of clients while provide adequate protection to the bank's interests.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Structuring of credit facilities for operating assets financing program to specify the structure, terms and conditions of the deal; • Development of credit structure based on the evaluation of the financial needs, market value of operating assets, business outlooks, repayment abilities and level of credit risks, etc. of the clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.1 Risk Identification and Assessment)

1. Title	Construct measurement models / framework on banking risks
2. Code	109294L7
3. Range	Development of quantitative models in order to measure and predict the risks exposure of the banks. This applies to models measuring different types of risks faced by the bank.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in quantitative research and statistical analysis in order to construct models to assess the bank’s risk exposure in different areas and the bank’s sustainability under the risk exposed; • Possess knowledge in existing theories and concepts of risk management and conduct empirical research to forecast or review the bank’s risk exposure in different areas. (e.g. market risk, credit risk, operation risk, etc.). <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on global and local macro-economic environment in order to forecast the trends in banking industry; • Conduct comprehensive analysis on the bank’s different performance data, as well as macro-economic indicators in order to identify factors which are significantly correlated to the bank’s risk levels; • Identify critical factors which will have significant impacts on the bank’s businesses by consolidating and analysing findings of different research; • Measure the sensitivity of earnings and capital to the changes in different risk factors to determine risks that have high impact on the bank; • Construct risk assessment models for the bank by conducting quantitative and qualitative analyses to identify risk factors and their respective weighting; • Prepare proper documentation including specify the research methods, assumptions and probability distribution weaknesses and limitation, etc. of the risk assessment models. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct validation studies to ensure the validity and reliability of the models; • Design suitable data collection methods and model monitoring mechanisms in order to track and measure the different variables in the risk assessment models; • Provide a quantified estimation on the risk exposure, volatility and probability of risk occurrences by analysing results of the statistical survey.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Construction of original risk assessment models or re-development of risk assessment models which can accurately predict the risks exposures of the bank considering the latest industry trend and internal strategies; • The risk assessment models are built on the basis of consolidated findings from different researches, such as global and local macro-economic development, strategies and risk factors of the bank, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.1 Risk Identification and Assessment)

1. Title	Identify and quantify potential risks
2. Code	109295L6
3. Range	Identifying and quantifying risks for different business and operational areas. This applies to all types of risks facing by the bank including credit risk, operational risk, market risk, political risk, country risk, default risk, interest rate risk, liquidity risk, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in different kinds of business and risk analysis (e.g. SWOT gap analysis) in order to conduct thorough analysis in the business processes of the bank; • Understand different theories and concepts related to risk management in order to identify high risk areas for each banking process; • Demonstrate specialized knowledge in interpreting different information gathered from various sources including macroeconomic environment and other business intelligence in order to identify high risk areas in the business and operations processes of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research on the development trends of macroeconomic environment and identify factors that may impose impacts on business activities; • Conduct literature review, consultation and research for identifying potential risks in an individual business area; • Analyse research results and identify events or changes that can impose adverse effects on the bank's financial positions; • Establish and maintain uniform understanding and application of Business Continuity Plans, processes and solutions before the drilling test; • Monitor implementation and integration recovery process for affected business and operations areas • Develop the list of potential risks and determine the approaches (e.g. quantitative vs. qualitative) in assessing their impacts on the bank. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Estimate the probability of occurrence for each high-risk areas under different scenarios for the formulation of a comprehensive and well prepared risk management strategy; • Prioritize and rank different risks by evaluating its impact and probability for the purpose of developing preventive measures proactively.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification and quantification of potential risks for providing direction for risk analysis. These should be based on consolidated findings of different research on macroeconomic development, business performance and operation of the bank, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.1 Risk Identification and Assessment)

1. Title	Conduct qualitative analysis to assess risks
2. Code	109296L6
3. Range	Analysing qualitative data in order to assess individual risk factor and understand the overall risk exposure of the bank. This applies to different types of risks facing by the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in different qualitative research methodology (e.g. assumptions, pros and cons) in order to conduct risk analysis on the business process; • Understand different concepts and theories related to risk management in order to interpret the outcomes of the risk assessment; • Comprehend the knowledge and different approaches in risk assessment and apply it to customize unique methods of risk identification and measurement including the assessment processes specification, data collection processes, analysis systems, etc. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research to explore potential risks of the bank by designing the hypothesis, framework, methodology and data collection methods of the research; • Organize the qualitative data obtained by developing a meaningful framework / organization to facilitate the analysis process; • Conduct analysis on the data and identify meaningful trends, themes and exceptions among the data; • Determine the probability of occurrence according to standard scales adopted by the bank (e.g. Low, medium, High level of risks); • Estimate the possible impact and consequences of each risk occurring according to standard scales adopted by the bank (e.g. Low, Medium, high level of risks); • Assess the urgency of risks identified and determine which warrant immediate responses and which need to put on the watch list. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Verify quality and adequacy of risk data obtained by analysing the reliability and integrity, amount of data available, etc.; • Review regularly to ensure the systems of risk assessment adopted are coherent and supportive to the bank’s strategies and changing business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting qualitative risk analysis to identify potential risks of the bank by developing an analysis framework to identify risk trends and themes; • Estimation of risk levels based on the consolidated findings of different qualitative research on banking risks.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.1 Risk Identification and Assessment)

1. Title	Construct risk profile for prioritizing different risks
2. Code	109297L5
3. Range	Construction of risk profile for enterprise banking business and operations. This applies to different types of risks and business / operational processes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in different concepts and theories related to banking risk management in order to evaluate the risk profile of the bank; • Possess professional knowledge in banking risk management and based on that to evaluate the bank's risk policy and appetite in order to develop an appropriate risk profile for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate different techniques, industry best practices and other consideration factors for designing a risk appetite model for the bank which specifies acceptable risk level for different types of risks; • Design the format of risk profile or risk appetite according to the needs of the bank by taking into consideration the nature, scale and complexity level of the activities; • Evaluate the past performance, operating procedures and policies of different work processes in order to identify factors which required close monitoring; • Communicate with different parties involved in risk management and other stakeholders (e.g. frontline, external service vendors) in order to identify their needs when constructing the risk profile; • Evaluate the results of qualitative and quantitative risks assessment when constructing the risk profile; • Determine types of risk information to be recorded in order to facilitate the process of risks assessment and prioritization. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop communication strategies to ensure relevant individuals from different levels are able to understand and employ the information in the risk profile; • Develop the systems and processes to ensure critical risk information, e.g. probability of risk occurrence and impacts, are recorded in the risk profile and control systems are implemented; • Conduct periodic review on the risk profile according to the risk management policies of the bank and make necessary amendment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Construction of risk profile to specify the format and operating mechanism. These should be based on the analysis of the bank's business and information requirement of different stakeholders; • Development and enhancement of system and process to manage the risk profile in order to ensure they are in accordance with the bank's risk appetite.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.1 Risk Identification and Assessment)

1. Title	Record information and generate report related to risk management
2. Code	109298L3
3. Range	Recording different kinds of information (e.g. data, documentation) related to risk management. This applies to the recording of qualitative information and quantitative data related to different types of risks of the bank including credit risk, operational risk, market risk, political risk, country risk, default risk, interest rate risk, liquidity risk, etc.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic understanding of the concepts and practices in banking risk management hence to fulfil the job requirements; • Possess the knowledge of key features of different products and processes of the bank in order to capture the useful information related to risks management for reporting purpose. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Record the complete list of potential risks for a particular process in a risk register to facilitate the subsequent tracking process; • Keep a record of the potential responses for each potential risk to facilitate the risk response planning process; • Document the root causes of risks and the underlying risk analysis process, assumptions made and written explanation, etc.; • Record the details and results of risk management plans and contingency plans for each of the risks to facilitate evaluating the effectiveness of the plans; • Update the information in the risk register (e.g. risk categories) when there are changes in the risk profile of the activity. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review data recorded on the report to ensure all information related to risk assessment process are inputted according to the guidelines as specified by the bank; • Update risk documentations (e.g. policies statements) during the course of risks management based on the bank's internal guidelines; • Perform risk management recording and reporting duties in compliance with relevant regulations and internal standards.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Recording the reporting of risk related information according to the bank's guidelines and procedures in order to ensure accuracy and timeliness of risk management data.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.2 Risk Monitoring and Reporting)

1. Title	Develop risk monitoring and reporting strategies and policies for the bank
2. Code	109299L6
3. Range	Development of different strategies and approaches (e.g. avoidance, acceptance, transfer, risk mitigation) to deal with the risks identified and quantified. This applies to the formulation of strategies and policies to manage different types of risks faced by the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge across different areas of banking risk management in order to evaluate the situation and construct suitable responsive risk monitoring and reporting strategies and policies; • Comprehend different methods or models of risk measurement and monitoring (e.g. value-at-risk approaches, risk mapping process, etc.) and evaluate their effectiveness for the purpose of developing a suitable approach for the bank; • Understand the nature, scale, complexity of the bank’s business activities and operational processes and apply the knowledge to develop an effective reporting and management information system. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research on high risk areas to estimate the nature, impacts, dependences, severity, probability and timing of risk occurrence, etc. in order to develop suitable response strategies and policies; • Aggregate the possible impacts of risk occurrence in different business activities and calculate the costs to the bank by translating the impacts into monetary value; • Develop key risk indicators for different risks (including setting trigger level) and specify the monitoring frequency and methodologies; • Conduct research to investigate the causes of or factors related to the risk breakout for selecting the most suitable monitoring and reporting strategies and policies; • Specify clearly the accountabilities of individuals involved in the risk monitoring and reporting processes to ensure relevant risks are properly managed and controlled; • Develop reporting policies, procedures and template for timely escalation and management of potential risk breakout or unanticipated risks. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop alternative plan and contingency plan to deal with risks occurrence in order to minimize the adverse impacts on the bank; • Conduct thorough investigation on potential responses on each risk, to evaluate their constraints, pros and cons, costs, etc. in order to prioritize the different options; • Monitor regularly and review the effectiveness / prioritization of the revised risk response strategies and policies against the changing environment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development and implementation of appropriate risk mitigation, monitoring and reporting strategies to minimize unfavourable impacts on the bank; • Risk monitoring and reporting strategies and policies are developed based on the consolidated findings across diverse research on different market, common risk areas of the industry, potential consequences and the bank’s business strategy.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.2 Risk Monitoring and Reporting)

1. Title	Monitor risk level and analyse the results
2. Code	109300L5
3. Range	Monitoring of risk levels in different business and operation areas of the bank. This applies to different types of risks faced by the bank including credit risk, operational risk, market risk, political risk, country risk, default risk, interest rate risk, liquidity risk, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different concepts and knowledge related to risk management and apply them to identify high risk areas which warrant attention; • Have a thorough understanding in the limitations of different measurement / monitoring methods in order to analyse data related to risk level. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Measure risks in different activities, processes and products of a bank in accordance with measurement models / methods (e.g. stress tests, sensitivity analysis) adopted by the bank; • Monitor the use of risk limits and conduct checking to ensure quantifiable risks are within the approved limits; • Monitor closely the limit utilization for different activities to facilitate early identification of emerging risk; • Calculate the risks of each product and activity by evaluating and verifying data from different sources on the same exposures; • Aggregate the risk levels of different activities and evaluate against the aggregate limits for the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate the data of risk measurements and look for occurrence of risks triggers and identify new risks for the purpose of enhancing risk monitoring systems; • Report excessive exposures or policy exceptions to management and determine information to be provided for different levels in the bank to facilitate decision making.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting comprehensive analysis on the risk data to identify new risks and vulnerable areas. These should be based on evaluation of data collected from different sources across different business areas of the bank; • Reporting the excessive risk exposure and policy exceptions to management. This is done based on the evaluation of the current situation and identification of critical information related to risk management.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.2 Risk Monitoring and Reporting)

1. Title	Investigate causes of risk breakout
2. Code	109301L5
3. Range	Conducting investigation by utilizing different methods in order to find out the causes of risk breakout. This applies to different types of risks and business processes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in risk management in order to understand the causes and impacts of the risks breakout; • Possess knowledge in different investigation methods and apply it to customize suitable approaches for different incidents. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the process of risk breakout and reorganize the course of development in order to identify possible deviations or violations; • Employ different investigation methods or channels to obtain evidence and information related to the breakout incidents; • Identify people who are related to, involved in or affected by the breakout incidents and conduct investigation with them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Construct different possible scenarios for the incidents and verify the assumptions by analysing relevant information; • Analyse data collected for investigation and make effort to ensure the investigation processes are complying with all internal standards and regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of the causes of risk breakout. These should be based on thorough evaluation of the situations and analysis on data collected from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.2 Risk Monitoring and Reporting)

1. Title	Conduct risk monitoring internal procedure review
2. Code	109302L5
3. Range	Conducting onsite review to monitor the risk of non-compliance to different internal operational processes. This applies to different kinds of checking methods and different business / operation areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in risk management in order to conduct internal procedure review; • Understand different approaches and common practices of conducting internal procedure review and apply them to customize the exercise according to the unique situation of the bank; • Master technical knowledge regarding the processes to be examined in order to make accurate judgment. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop the purpose / objectives of the internal procedure review in order to define the scope of activities to be examined; • Evaluate relevant regulations and bank's requirements in order to outline specific areas which warrant examination; • Inform relevant parties regarding the internal procedure review and specify the preparation (e.g. prepare documentation) and assistance required from them; • Develop operational plan for the internal procedure review, such as timing, frequency, staffing, etc. in order to minimize the disruption to normal processes; • Develop suitable tools (e.g. protocol, checklist, questionnaires) to facilitate the examination. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee the execution of internal procedure review to ensure integrity of the processes and essential data for analysis is obtained; • Consult with other stakeholders and review internal procedure review results with proposed plan / changes for improvement in implementation of risk management processes / policies (e.g. risk identification, monitoring); • Verify the information obtained to ensure accuracy and integrity, consolidate and organize the information into a systematic framework to facilitate analysis and understanding.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Completion of internal procedural review which can collect useful information for non-compliance risk assessment; • Design of the detailed examination method and operational plan with justification; • Reporting review findings with recommendations for improvement.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.2 Risk Monitoring and Reporting)

1. Title	Report on the results of risk tracking
2. Code	109303L4
3. Range	Reporting of risk levels in different business / operation of banks according to user requests in accordance with the bank’s standard procedures and templates. This applies to different types of risks faced by the bank and reports provided to different parties.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the basic concepts of risk management and apply it to fulfil the job scope and requirements; • Understand the processes in risk management in order to carry out the job effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect information regarding the risks status, e.g. categories of identified risks, risks responses plans, results of risk mitigation strategies, etc. according to the stated operational procedures; • Document and record the details of methodologies adopted (e.g. assumptions, models) and measurement processes in accordance with the templates provided; • Produce the timeliness, accuracy and reliability of reports to the management and other relevant parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Produce report on excessive exposures or policy exceptions to management or other relevant parties in a timely manner for taking necessary actions; • Generate different types of report by selecting a suitable template according to user requests and provide relevant and useful information for different parties in the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Recording of risk data in accordance with the bank’s guidelines and ensure accuracy and timeliness of the data; • Generation of reports on risk data by adopting the suitable template and in accordance with the bank’s guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Set risk appetite for the bank
2. Code	109304L6
3. Range	Establishment of the risk tolerance level for different businesses / operations areas of the bank. This applies to different types of risks faced by the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the macro-economic environment and regulatory requirements and apply the knowledge to forecast the development of the banking industry and the risks associated; • Possess specialized knowledge across different areas of banking risk management in order to develop an appropriate risk orientation of the bank; • Master the technical knowhow of strategic management and apply the knowledge to evaluate the suitability of different approaches in formulating risk strategy against the unique situation of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research on all relevant risks of the bank, including quantifiable and less quantifiable and assess their financial and non-financial implications on the bank's business; • Conduct periodic review on external environment (e.g. level of competition, market conditions) and react promptly to the changing environment; • Evaluate the bank's current risk position and the impacts on the position by setting different levels of risk appetite; • Determine the overall cap on the aggregate level of risk exposures which the bank is able and willing to take; • Formulate individual risk limits for different types of risks by analysing the operations, financial strength, strategic objectives and regulatory requirements of the bank. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the risk tolerance level of the bank to specify which level of risks is acceptable; • Determine risk mitigation measures for the bank by defining the scope of measures and actions that the bank can undertake in response to excessive risk exposures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment of risk appetite of the bank based on the consolidated findings captured from different research conducted on macro-economic environment, development of banking industry and unique situations of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Establish overall risk management and mitigation strategies and policies
2. Code	109305L6
3. Range	Establishment of bank-wide risk management and mitigation strategies and policies. This applies to different types of risks and business / operations processes of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge across different disciplines in banking risk management in order to identify different types of risks faced by the bank; • Understand the macro-economic environment and regulatory requirements in order to forecast the development of banking industry and the associated risks. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive review of all business and operations activities of the bank, e.g. earning objectives, nature and complexity of business operations, application of financial technology in daily operations, cybersecurity, vendor management, etc. in order to ascertain possible risks; • Analyse the earning objectives and level of risk the bank is able to take so as to determine the risk appetite and risk tolerance limits; • Conduct research on the changes in the bank's business development, risk profile, operating environment and market conditions in order to develop or update the risk management strategies and policies regularly; • Establish strategies, policies, procedures and limits for identifying all relevant risks across different business and operations activities of the bank; • Develop strategies, policies, procedures and systems for monitoring and reporting risks in order to identify any deficiencies in a timely manner. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design precautionary strategies, policies and operational arrangements for dealing with emergency situations; • Build up a sound risk management culture of the bank by increasing stakeholders' awareness and accountabilities on the subject area.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of a set of strategies and policies to manage the risk level of the bank; • Formulation of risk management strategies and policies based on the consolidated findings captured from different research conducted on macro-economic environment, development of banking industry and unique situations of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Develop risk governance structure of the bank
2. Code	109306L6
3. Range	Development of bank-wide risk governance structure. This applies to risk governance in different business / operations areas of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise knowledge in risk management by integrating different risks faced by the bank into the governance structure; • Understand the business and operation of the bank in order to identify high risk areas which warrant special attention; • Possess knowledge in the risk exposure of the bank and its policies on risk management and apply them to design a suitable structure for risk governance. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish an organization and management structure with proper segregation of duties to ensure sound corporate governance; • Define the accountabilities and line of authority of each involved party (e.g. board of directors, specialized committees, risk management unit, individual business unit) in a clear manner; • Develop a system for measuring performance of different business units on a risk-adjusted basis so as to compare the performance of individual business unit. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop appropriate talent management policies (e.g. recruitment, training and development) to ensure staff responsible for different risk management functions are competent; • Conduct review on necessary infrastructure, systems and internal controls are in place and properly maintained; • Make effort to ensure the risk governance structure is coherent and supportive to the bank's vision, value, strategic plan and business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of risk governance structure with clear specification on the roles and responsibilities of different parties in risk management; • Development of risk governance structure based on an evaluation of the risk exposure of the bank and its business operation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management
(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Develop risk control measures
2. Code	109307L5
3. Range	Development of different control measures and associated changes (e.g. new policies, standards, systems, procedural changes) to reduce or eliminate potential threats faced by the bank. This applies to different types of risks and business processes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in risk management in order to design suitable control measures for the bank; • Understand the features of different risk control measures and apply the knowledge to evaluate the pros and cons of each against the unique situation of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate different business and operations processes and their corresponding risk levels in order to define the scope of risk control; • Analyse different business / operations processes in order to identify needs and gaps in risk control measures; • Develop appropriate risk control measures in different business / operational processes according to the objectives of risk control; • Provide written policies and procedures regarding risk controls (e.g. authorization, limit monitoring, access controls) on different business / operation areas; • Monitor the changes in risk level, identify new risks or risks that no longer exist in order to update the risk control plan. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Promote a strong control environment (e.g. awareness, attitude, behaviours) regarding the internal control system among different levels of staff; • Provide advice for the performance measurement system which can have a fair measurement of risks associated with different business activities and provide incentives for controlling risks; • Conduct regular review on the internal control system to ensure risk controls are appropriate and aligned with the nature, scale and complexity of the bank's activities.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of risk control measures to reduce / eliminate threats in different business / operation areas; • Establishment of risk control measures based on an analysis of the bank's situation, nature of the risks and effectiveness of different risk control measures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Evaluate the effectiveness of risk management framework, policies and control measures
2. Code	109308L5
3. Range	Conducting evaluation on risk management strategies, policies and control measures by employing different methods. This applies to different types of risks and business / operations processes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and professional knowledge in risk management in order to adopt an appropriate approach in conducting the evaluation; • Demonstrate proficient knowledge in operations, products and services in enterprise banking and utilize it to evaluate the effectiveness of current risk management practices applied on them. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct review on the macro-economic environment to determine whether assumptions of the risk measurement and management plans are still valid; • Evaluate and compare actual results of risk management measures against the projected results in order to evaluate the accuracy of the risk measurement models; • Review the risk profile to evaluate the impacts on business activities of different risk management measures; • Analyse existing or potential risk concentrations and recommend different alternatives of risk management measures to address the issues. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate practical and conceptual limitations of risk management methods and models for identifying measures to improve the current risk management practices; • Conduct review to ensure risk management measures aligned with regulatory requirements; • Conduct risk re-assessment to periodically review risk management plans and make necessary amendments in response to the changing environment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation on different risk management measures to specify results obtained and areas of improvement based on an analysis on changes in risk profiles and / or other indicators.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Develop implementation plan on risk control management
2. Code	109309L5
3. Range	Development of implementation plan for different types of risk control activities. This applies to different types of risks and business / operations processes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in risk management and apply it to identify management's expectations and possible obstacles in implementing the risk control management plan; • Understand the details of the bank's risk management strategies and based on that to evaluate the key obstacles and success factors of the risk control management plans for the purpose of monitoring the implementation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate different risk management approaches to identify a suitable strategy in accordance with the nature and complexity level of different activities; • Evaluate available resources for risk management in order to develop an optimal approach in risk mitigation; • Develop operational framework of the risk management activities, e.g. budget, time, resources required; • Allocate roles and responsibilities to different individuals who are participating in the risk management plan and carry out proper assessment to ensure their competence; • Specify standardized definitions on key variables (e.g. probability, impact) to ensure consistency in interpretation of measurement results. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor the implementation of risk management plan, identify any deviation and develop corresponding remedial actions; • Design the format of the implementation report to ensure adequate information are presented to different levels; • Evaluate effectiveness of the risk management plan and recommend improvement measures on the implementation process.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of implementation plans which specify the operation details, such as roles and responsibilities, resources requirement, time schedule, activities, etc. for risk management measures in order to ensure a smooth implementation process; • Development of remedial and improvement measures regarding the implementation process of risk management plan based on the monitoring and evaluation outcome on the process.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.3 Risk Control and Mitigation)

1. Title	Implement risk control management plan
2. Code	109310L4
3. Range	Execution of risk management measures according to stated plans. This applies to different types of risks and business / operations processes of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the purpose, scope, timeframe and other details of the risk management plan in order to assume the role and fulfil responsibilities of its implementation; • Understand information regarding the risks and impacts on business activities in order to identify the implications on one’s job role in the risk control management plan. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Inform relevant internal parties who are responsible for publicity and relationship issues arising out of the incident to minimize the impact brought by the risks; • Coordinate with relevant parties in order to implement the changes outlined in the plans; • Collect data on suggested performance measures and record the information in standardized templates provided by the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Escalate and report any issues encountered during the implementation process; • Document the risk management implementation processes and record the relevant documentation according to the guidelines of the bank; • Continuously review implementation process to identify improvement areas and make recommendations to correct.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of risk management measures in accordance with the operational plans and guidelines from the bank; • Reviewing implementation process and providing recommendations for improvement.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Formulate business continuity planning policies and procedures
2. Code	109311L6
3. Range	Development of policies and implementation procedures of business continuity planning (BCP). This applies to the maintenance of the bank's business and operations in different functions and geographical areas.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in business continuity planning and apply it to evaluate different approaches of BCP in order to recommend models which are suitable to the bank's business strategies, operations, business procedures, services and resources, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish policies, processes and standards for business operations during disasters; • Provide necessary infrastructure or resources to facilitate implementation of business continuity policies; • Identify vital information for critical business recovery to formulate policies on record management; • Formulate policies and procedures regarding communication with external parties (e.g. regulators, media, business partners, etc.) to ensure consistent flow of up-to-date message to prevent rumours or panic; • Formulate policies regarding internal communication during disaster in order to coordinate recovery effort. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design contingent operational procedures under extraordinary circumstances with a consideration of meeting minimum level of customer service requirements and regulatory compliance, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of business continuity planning policies, procedures and supporting measures which can maintain normal operation of the bank during unexpected environment or events; • Design of guiding operational procedures of business continuity planning under extraordinary circumstances according to critical analyses on the forecasted impacts of disasters imposed on the bank's standard operations and business procedures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Analyse business impact on different kinds of disasters, crisis or material risks
2. Code	109312L5
3. Range	Conducting comprehensive analysis on the impacts of different kinds of disasters and risks. This applies to the analysis which covers the probability of occurrence, potential impact on different business and operations areas, financial loss and recovery actions, etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the methodologies in business continuity planning and apply the knowledge to analyse the bank’s operation, financial status, regulatory obligations, relationship with customers and up keeping the bank’s reputation for the purpose of Identifying potential risks; • Possess knowledge in risk assessment and use it to estimate impacts on the bank’s business and operations during times of different disasters. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify critical activities in business, banking services, operation and internal support functions that must be maintained and continued in case of disaster; • Determine critical inter-dependences (both internal and external), without which, the bank would be failed in continuing operation; • Conduct periodic review of business impact analysis to ensure risks arising out of new business process are properly addressed; • Suggest continuity measures based on the analysis and prepare implementation plan; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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); • Recommend changes in existing operation mode in order to minimize potential loss or disruption suffered by the bank in case of disasters.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of critical areas for sustaining the bank’s business during times of disasters after analysing the bank’s operations and estimated impacts of different disasters; • Conducting analysis on impacts of disasters to outlining the bank’s different scenarios under different kinds and scales of disasters; • Presentation of feasible proposals to minimize potential loss and / or business disruption of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Develop business continuity plan and recovery strategy
2. Code	109313L5
3. Range	Production of business continuity plan and recovery strategies. This applies to the maintenance of the bank's business and operations in different functions and geographical areas.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the processes of different business and operations units and apply the knowledge to evaluate the potential impacts of different disasters on them; • Understand the concepts and key factors of developing business continuity plan and utilize the knowledge to formulate criteria of activation of it; • Understand the process and stages of strategic planning and management in order to effectively participate in the bank's recovery strategy development process. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop strategies and processes on recovery or backup 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; • Formulate plans on minimum service delivery during disasters based on business impact analysis which covers the details such as alternative site, technology, personnel requirement, etc. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design operational processes of business continuity and recovery plans following the bank standard, guidelines and other relevant legislation requirements; • Present the reasoning of the recovery strategies which include but not limited to the analysis on disasters impacts, bank's operations, resources supply after disasters and resources allocation, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of continuity plans and which contain feasible strategies that assist the bank recovering from disasters; • Development of recovery strategies with analysis on disasters' impacts and resources allocation for different scenarios and under different assumptions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Evaluate effectiveness of business continuity plan
2. Code	109314L5
3. Range	Conducting comprehensive evaluation on the effectiveness of the business continuity plan. This applies to business continuity plan and recovery activities implemented for different disasters and in different units.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the key success factors of business continuity planning and apply the knowledge to monitor regular testing on the bank’s business continuity plans and prepare related reports to management; • Possess the knowledge of different assessment methodologies and based on the understanding to review plans on business continuity of the bank regularly for the purpose of assessing their feasibility and adherence to the bank’s policies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate and review for any business continuity plan activated, maintain proper records and identify improvement areas for business continuity plans; • Monitor live scenario tests involving inter-dependent stakeholders; • Identify potential crisis scenarios and develop specific crisis management plans to minimize impact. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate outcomes and identify lessons learnt from live scenario tests for future improvement; • Make necessary updates or recommendations on improvement areas for business continuity plans; • Provide post-review revision suggestions with supporting evidence drawn from analysis on relevant tests; knowledge in the best practices and updated research in business continuity.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring of testing or review on business continuity plans to ensure fulfilment of the stated requirements; • Provision of revisions on business continuity plans when improvement areas are identified.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Develop and implement the plan for BCP drills
2. Code	109315L5
3. Range	Planning, monitoring and implementation of BCP Drills and design of the activities of drilling in order to examine the capability of maintaining the bank's business and operations in normal mode when facing different kinds of disasters. It also entails the execution of the business continuity planning management lifecycle framework such as business impact analysis, work units' dependency analysis, testing and validation of these core functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of the different concepts related to BCP in order to provide advice on designing and implementing BCP drills; • Understand the risks involved in BCP and apply the knowledge to identify potential risks of the bank's BCP drill process by analysing the bank's operation, financial status, regulatory obligations and client relationship consideration. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Forecast different scenarios during business disaster to identify and bridge gaps in recovery planning; • Coordinate with business unit management representatives and employees who play a critical role in the BCP process to take part in the drill; • Communicate to assigned business areas the bank's BCP recovery priorities, strategy, drilling scope and assign responsibilities, etc.; • Design drilling activities to practice and validate specific functional response capabilities; • Design drilling exercises with a simulated response at alternate locations/facilities to act out critical steps, recognize difficulties and resolve problems in a non-threatening environment; • Establish and maintain uniform understanding and application of Business Continuity Plans, processes and solutions before the drilling test; • Monitor implementation and integration recovery process for affected business and operations areas; • Provide training or briefing to business area's critical subject matter experts and management on drilling deliverables for the BCP programmes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate emergency management capabilities of parties involved in the drill to practice a series of interactive functions, such as direction, control, assessment, operations, and planning.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing Comprehensive planning of BCP drill with an effort to ensure that business operations are not negatively affected; • Coordinating resources and personnel involved to test the capabilities of business recovery during disasters; • Enhancing, maintaining and delivery of the business impact analysis process and workflow after the BCP drill is conducted.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 4. Risk Management

(Key Function – 4.4 Business Continuity Planning)

1. Title	Monitor and implement business continuity plan
2. Code	109316L4
3. Range	Managing and monitoring the implementation process of different kinds of business continuity measures. This applies to business continuity plans designed for different operations of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and proficient understanding in business continuity planning in order to identify activities to be conducted; • Understand the process and limitation of BCP and based on that to conduct assessment and determination of timeframe to resume critical functions in event of disaster. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse inter-dependency of key services to determine feasibility of different recovery strategies and priorities; • Implement viable recovery strategies for continuity of services according to the severity and degree of disruption; • Implement BCP processes to oversee recovery and restoration efforts on facilities and business services; • Arrange backup copies of vital records and ensure reliability for data recovery; • Perform logistical arrangements for relocation of operations, telecommunication facilities in event of crisis. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor the development of situations, detect any signs for deteriorating the situations and provide prompt notification to all relevant parties; • Make effort to ensure business continuity plan of all critical process are being tested on a regular basis (e.g. annually, quarterly, etc.).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of monitoring and implementation plans for business continuity measures based on the assessment on the urgency and impacts of the situations; • Development of suitable remedial measures to ensure the achievement of intended objectives based on the identification of deviations from the implementation plan and assessment on the possible consequences.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Conduct research on regulatory development and implications on bank
2. Code	109317L6
3. Range	Conducting research to identify the development and implications of regulations in banking. This applies to research employing different kinds of methods and regulations in different areas related to banking.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge across different areas in law and is highly specialized in ordinances related to banking in order to interpret the regulations; • Understand the common approaches to collect and analyse market data and apply the knowledge to conduct research on regulations issued by local and international regulatory bodies as appropriate (e.g. framework issued by Basel Committee on Banking Supervision and the Financial stability Board, provisions of the Banking Ordinance on capital and liquidity requirements and HKMA Supervisory Policy Manual, etc.), in order to evaluate the implications on different policies and business of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on the implications of the development trends on banking regulations and identify the impacts across different areas of the bank; • Analyse the costs and consequences of non-compliance and estimate the resources required to fulfil the regulatory requirements; • Conduct comparison on different compliance frameworks and evaluate the suitability against the requirements and situation of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Construct communication strategy to ensure different individuals in the bank are well informed on the implications of the various regulations; • Re-evaluate the impacts of regulations to ensure the bank's policies and procedures are aligned with the changing social and economic conditions; • Keep updated with new guidelines and circulars issued by different regulatory bodies and assess their impacts on the bank; • Anticipate future trends and development in banking practices, market environment and regulatory standards of foreign countries etc. based on different sources in order to prepare the bank for upcoming changes in regulations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting research and Identifying future trends in regulatory development; and summarising the effects on different areas of the bank. These should be based on the consolidated findings from different research on the regulatory environment, market environment and business / operations of the bank; • Provision of recommendations on compliance management based on research findings of development on regulatory requirements and critical analysis on compliance requirements of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.1 Compliance Management)

1. Title	Formulate overall compliance strategies, procedures and ethical standards for the bank
2. Code	109318L6
3. Range	Developing bank-wide compliance strategies, procedures and ethical standards. This applies to compliance with all regulations related to the banking industry and activities conducted in different areas of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge across different areas in law and is highly specialized in ordinances, regulations, guidelines and codes of conduct related to banking in order to interpret the regulations; • Understand the rules and regulations related to banking operations (e.g. framework issued by Basel Committee on Banking Supervision and the Financial stability Board, provisions of the Banking Ordinance on capital and liquidity requirements, HKMA Supervisory Policy Manual on the competence and ethical behaviour, etc.), and apply the knowledge to conduct analysis and formulate compliance strategies, procedures and ethical standards for the bank as appropriate. <p>• 6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Project the future compliance development hence to determine the scope of the compliance framework with a forward-looking perspective; • Formulate policies to specify the bank’s overall orientation (including vision, values, objectives, etc.) in addressing the regulatory requirements; • Design compliance policies which are in alignment with the business strategies and resources of the bank and specify details of critical components in compliance, such as monitoring mechanism, investigation procedures, and disciplinary actions etc.; • Define responsibilities and accountabilities of different departments / teams / individual for fulfilling the regulatory requirements after evaluating the business strategy, operations process and organization structure, etc. of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop necessary infrastructures to accommodate regulatory requirements to ensure the bank can meet the compliance standards; • Develop appropriate communication channels to encourage staff to report suspicious or non-compliance incidents; • Establish a culture of compliance in the bank and develop measures to enhance staff’s awareness on the importance of compliance.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of compliance strategy for the whole bank to provide policy in fulfilling the regulatory requirement. This should be based on consolidated findings from different research on regulatory development, regulator’s requirements and business / operation of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.1 Compliance Management)

1. Title	Develop internal policies, guidelines and standards for different operations to comply with regulatory requirements
2. Code	109319L5
3. Range	Setting of compliance policies, guidelines and standards for different operations of the bank. This applies to different regulations related to the banking industry.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in banking law in order to identify the requirements of different regulations; • Possess knowledge in rules and regulations related to banking operations (e.g. framework issued by Basel Committee on Banking Supervision and requirements of HKMA Supervisory Policy Manual, etc.) and apply it to evaluate the relevant regulations and identify the effects on the bank's policies, procedures and operation as appropriate, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the businesses / operations of the bank in order to assess whether they can fulfil the regulatory requirements; • Review the existing level of compliance risks and identify possible scenarios of breaches of law in order to formulate control measures; • Review the probability and possible consequences of non-compliance when designing the control measures; • Develop the scope and objective of internal standards based on the review findings; • Specify the handling methods of dealing with different scenarios of non-compliance based on the estimated consequences and impacts to the bank; • Design effective internal reporting systems to provide management with updated information on compliance; • Establish escalation procedures for reporting different types of non-compliance issues to internal parties or regulatory bodies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate internal standards by stating practices acceptable / required by the bank and ensure the standards set are in proportionate with the level of risk exposure; • Propose internal compliance policies, guidelines and standards which can maintain a proper balance between compliance with statutory requirements and operational efficiency; • Take actions to ensure existing framework is adequate to safeguard the bank from regulatory risks.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of internal standards on different operations to fulfil the regulatory requirements. These should be based on analysis on the regulatory requirements and current situations (e.g. policies, procedures, etc.) of the bank; • Development of control measures on different operations to manage compliance risks. These should be based on analysis on the regulatory requirements and current situations (e.g. policies, procedures, etc.) of the bank.

8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.1 Compliance Management)

1. Title	Develop compliance programmes to accommodate legal and regulatory requirements
2. Code	109320L5
3. Range	Development of various types of compliance programmes in order to enforce regulatory requirements. This applies to compliance with all regulations related to the banking industry and activities conducted in different areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in banking law in order to identify the requirements of different regulations; • Understand the details of banking laws and regulations and apply the knowledge to evaluate affected policies or procedures and the level of compliance risks in order to customize the compliance programme to the unique situations of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define the scope of compliance programmes according to the regulatory requirements, organizational structures / work division of the bank and objectives of the programmes; • Evaluate areas of high level of compliance risks, identify the possible means of breaching in order to develop the details of compliance programme; • Conduct detailed analysis on the probability and consequences of non-compliance in order to determine the types and degrees of measures to be adopted; • Liaise with different business and operation units to plan for measures in supporting compliance policies; • Develop enforcement framework; set a realistic and achievable target and timeframe for the programmes implementation; • Outline the detailed operation plan of the compliance programmes, e.g. delegation of authority, staffing, resource requirement, quality assurance plan, etc. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop suitable measures / programmes on meeting regulatory requirements based on an analysis on the bank's compliance strategies, existing risk level and level of complexity of the activities, etc.; • Assist in the development of an effective internal compliance culture by promoting the benefits of ethical business conducts.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of compliance programme and enforcement policies to ensure fulfilment of regulatory development. The development is based on an analysis on the regulatory requirements and level of compliance risks of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Assess compliance risk of different operations
2. Code	109321L5
3. Range	Assessing the probability and consequences of breaches of law and / or any other internal rules and regulations. This applies to compliance with all regulations related to the banking industry and activities conducted in different areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in banking law in order to interpret and analyze ordinances and regulations related to banking; • Possess the knowledge in the trend of non-compliance activities and evaluate the common ways in breaching rules and regulations (e.g. money laundering) and analyze the implications to the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive analysis on different businesses and operations of the bank in order to identify areas vulnerable to non-compliant activities; • Estimate the probability of breaches of law and / or any other internal rules and regulations by evaluating the current systems, policies and procedures; • Calculate the impacts of non-compliance under different scenarios based on the assessment of possible consequences and costs; • Conduct review on risk assessment results according to regular interval or when specific events break out in order to ensure the validity of the results. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recommend measures in mitigating compliance risks identified in the risk assessment process; • Conduct comprehensive risk assessment on external and internal environment in order to identify threats or events that may trigger non-compliance.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting assessment to specify the probability and severity of breaches of law and / or any other internal rules and regulations in different areas of the bank. These should be based on analysis on the regulatory requirements and current situations (e.g. policies, procedures, etc.) of the bank; • Provision of recommendations on mitigating compliance risk based on analysis of risk assessment results and threats to compliance.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Review and evaluate compliance programmes of the bank
2. Code	109322L5
3. Range	Conducting regular on-site compliance review for different business units, internal operations and service delivery channel of the bank. This applies to compliance evaluation programmes of any kinds.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in compliance evaluation by applying it to review current compliance programmes and operational procedures following the bank’s practices to: <ul style="list-style-type: none"> • Identify weakness areas; • Ensure a proper balance between compliance with statutory requirements and operational efficiency; • Ensure existing framework is adequate to safeguard the bank from regulatory risks. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess level of compliance risks exposed by the bank under current systems and identify leakage of these systems; • Coordinate and work with other units to identify and assess high risks areas; • Produce review report to summaries risks identified and provide recommendations on mitigation measures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Suggest improvements strategies to mitigate risk exposure based on the results of programme evaluation; • Take necessary steps to ensure interests of all parties being affected are well taken care when enhancement measures are proposed.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation reports on compliance programmes and operational procedures are prepared on regular basis. The reports include analyses of relevant information and statistics; • Identifying potential risks areas and providing recommendations on improvement measures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Build and manage effective relationship with regulatory or other relevant bodies
2. Code	109323L5
3. Range	Management of the communication process with different regulatory bodies, professional associations and industry bodies, etc. This applies to different government bodies or institutions who are the stakeholders related to handle the regulatory issues of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the regulatory systems of banking industry and evaluate roles, responsibilities and policies focuses of relevant regulatory and external bodies to structure the approach in communication; • Possess knowledge in relationship management and apply it to develop strategies in building and maintaining relationship with external parties and specify clear communication guidelines according to the bank’s policies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify appropriate contact persons from relevant regulatory bodies or organizations who have relevant information required by the bank; • Develop and maintain productive and long-term working relationship with different bodies in order to obtain their continuing support; • Communicate with relevant parties to clarify the policies or consult about the implementation details related to compliance and risk management issues; • Coordinate with regulator / external bodies to obtain necessary information on business operations and clarify government policies / social issues relevant to the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Negotiate or resolve potential conflicts between banks and relevant external bodies (on behalf of the bank) for protecting the interest of the bank; • Exchange views with and seek advice from regulatory bodies on the execution difficulties of imposed rules and regulation; • Identify issues to be discussed with regulatory or external bodies and beware of any conflicts of interests.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Communication of the bank’s position to regulatory or other relevant bodies in order to safeguard the interests of the bank. These should be achieved through the employment of effective communication and relationship management skills in order to develop a long term relationship with different stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Liaise with regulators and handle regulatory examinations
2. Code	109324L5
3. Range	Processing different kinds of regulatory examinations. This applies to examinations in different aspects of the bank's operations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the processes of regulatory examinations and liaise 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; • Master the technical knowhow in studying irregular cases and cooperate with law enforcement agencies or regulatory bodies to investigate the suspicious transactions to prevent the bank from unnecessary losses. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the result of findings and recommendations on regulatory examinations; • Identify circumstances which is of reasonable belief that offending activities are committed to fund movement involved in transmission, investment, loans transaction, etc. and escalate the findings to relevant parties; • Provide administrative support to regulatory bodies in case of on-site examination; • Supervise the execution of self-assessment exercises requested by regulatory authorities and follow up any non-compliance cases revealed in the exercise. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make effort to ensure regulatory examinations conducted in partnership with regulatory bodies are coherent and supportive to the bank's value and belief; • Take necessary actions to ensure employees engaged in handling regulatory examinations are cooperating with regulators and other external business partners in a collaborative manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of internal guidelines on regulatory examinations based on the analysis of requirements and interests of different parties; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Conduct investigation on suspicious / illegal activities and incidents of breaches
2. Code	109325L5
3. Range	Conducting investigations to find out the causes of breaches / illegal cases. This applies to breaches to different regulations related to the bank and activities conducted in different areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of the key elements of suspicious / illegal activities investigation and apply the knowledge to analyze the relevant regulatory requirements in order to understand the incidents of breaches and develop appropriate actions; • Possess knowledge on the trend of breaches and evaluate common types of non-compliance in order to determine the scope, direction and critical areas of investigation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop the investigation framework, plan and data collection methods in order to collect useful information for investigation; • Review different operations and procedures of the bank in order to identify vulnerable areas for breaches of regulations; • Identify possible sources of information in order to conduct investigation by collecting and consolidating data obtained from different sources; • Coordinate with different parties to plan for investigation and obtain the required information; • Interpret the data collected on the suspicious / illegal activities and describe the possible scenarios of the incidents according to analysis; • Identify the possible causes and development course of the incidents of breaches. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop responses in a timely manner to minimize negative impacts on the reputation and legal position of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Investigation on the non-compliance incidents to identify the complete course of development. These should be based on analysis collected from different methods and validated against different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Manage training and education on compliance
2. Code	109326L5
3. Range	Provision and management of different kinds of learning activities in compliance and regulations to educate different groups 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the business and regulations requirements on compliance education and based on that to evaluate compliance training needs for staff in different functional areas of the bank; • Possess knowledge in competency management and apply it to monitor profile of compliance skill sets of the bank by assessing staff's knowledge and skills in enforcing the compliance standards. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop clear objectives for individual compliance training and education activities; • Develop documentations or reference guides specifying clearly the instructions on compliance policies to ensure staff involved are well versed in the procedures; • Design education and training programmes on compliance to help staff develop required skills and knowledge; • Design communication programmes on regulation and ordinance for staff and business partners in different functional areas; • Develop plan on evaluating effectiveness of training and education by measuring post-intervention learning outcomes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify improvement measures for each training and education activities; • Design post-training compliance quiz or assessment programmes to test employees and business partners' compliance knowledge and measure the effectiveness of the training; • Design activities to develop an effective internal compliance culture by promoting benefits of ethical business conducts; • Design relevant activities to promote a sense of compliance awareness in the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development and management of different mechanisms to measure compliance learning effectiveness. The mechanism is able to collect data relevant to learning outcomes in a timely and accurate manner; • Design and implementation of communication and education programmes on compliance. The design should be based on an analysis of impacts of the regulations on the work of different employees and business partners.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Provide response to consultation of regulatory or other relevant bodies
2. Code	109327L4
3. Range	Drafting reply in response to regulatory consultation. This applies to consultation issued by the banking regulators or relevant government bodies.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in banking law and compliance in order to interpret the details of the consultation paper; • Possess knowledge in banking regulations and apply it to review the existing policies, procedures and operations of the bank in order to identify the implications of the consultation paper to the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the proposal under consultation (e.g. seeking comments on new regulations, proposal of changes or implementation issues of existing regulations) and identify the changes / differences with existing conditions; • Conduct consultations with relevant stakeholders if necessary and taking their views into consideration when formulating the position of the bank; • Prepare the draft responses to address the consultation questions according to the timeframe provided by the regulatory bodies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Present the proposal to senior management and obtain their endorsement to ensure alignment with the bank's strategies and values, etc.; • Consolidate information collected from different sources and formulate the bank's position by analysing the impacts and opportunities and select an alternative which can best protect the bank's interest.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Drafting the reply in response to regulatory consultation by consolidating information and comments from various stakeholders; • Consolidate information collected from different sources and formulate the bank's response to the regulators which can best protect the bank's interest.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Report non-compliance to law enforcement agencies
2. Code	109328L4
3. Range	Providing reports on non-compliance activities to relevant agencies. This applies to reporting on different kinds of non-compliance activities occurred in different areas of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the process of reporting non-compliance cases and assess the regulatory requirements on reporting (e.g. incidents required for reporting, timeframe, information to be presented) in order to prevent breaches of reporting requirements; • Possess knowledge in identifying irregular cases and apply it to review the incidents of non-compliance and its consequences for the purpose of fulfilling the needs to report to regulatory bodies. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research to collect relevant information in order to reconstruct the scenarios for further investigation; • Review and analyse investigation outcome of customer's 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; • Coordinate with regulatory bodies to provide updated information of remedial actions to be undertaken and to agree on the implementation timeframe. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Provide comprehensive information related to the breaches to the bank's management and the regulatory bodies, e.g. monitoring systems in place, internal control standards, identification of breaches and remedial actions, etc.; • Facilitate the investigation of law enforcement agencies by providing required information and on-site support in a collaborative manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reporting of non-compliance incidents to regulatory bodies in a timely manner. The information provided is accurate and can fulfil the requirements stated by the regulatory bodies.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Comply with the bank's compliance standard during job execution
2. Code	109329L3
3. Range	Maintaining high professional standards in work by observing the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of job-related tasks / behaviours.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the banking environment and the relevant banking regulations (e.g. anti-money laundering, KYC) to ensure compliance; • Understand the bank's internal guidelines and code of conduct governing the investment behaviours, corruption, conflict of interests, etc. to ensure compliance; • Understand the professional standards of the bank thus the expectations on their behaviour and act accordingly. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify how the internal standards or external regulations may affect the execution of tasks; • Attend relevant training to ensure compliance with the bank's guidelines. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Act according to the stated guidelines of the bank and report to supervisors whenever there is doubt; • Always upkeep the professional ethical standards of a banking practitioner throughout job execution.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in banking related regulations, internal guidelines and code of conduct and their application to responsible job roles; • Observance to all relevant regulations, internal guidelines and code of conduct without any breaching behaviours.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.1 Compliance Management)

1. Title	Safeguard customer information to ensure security
2. Code	109330L3
3. Range	Adherence to the policies and legal requirements related to customer information protection. This applies to handling of all kinds of personal data of customer possessed by the bank.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the regulations or ordinances governing privacy of personal data and its implication on daily work; • Possess knowledge in the past and future development trend of personal data protection and apply it to review the current privacy regulations; • Understand the policies and practices of the bank in handling customer’s personal data to prevent violating the standards. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Comply to the stated processes while interacting with account holders in order to better safeguard customer information; • Comply with the requirements of laws and regulations when collecting and retaining information to prevent leakage; • Adhere to the privacy policies and practices of the banking industry and comply to the rule of not disclosing any bank account information to other third party, except as permitted by law. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Respect customer’s privacy and take strong action to safeguard their account information, including online banking transactions; • Provide customer with helpful information about privacy and information security in order to help protect themselves from identity theft; and limit direct marketing from other parties.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of positive behaviour to protect customer’s privacy when handling their personal data. The collecting, recording, storing and retrieving of customer data are complied with both external regulatory requirements and internal guidelines.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.2 Internal Control)

1. Title	Establish internal control procedures and measures to track compliance fulfilment
2. Code	109331L6
3. Range	Design and maintenance of internal control system to track in a broad range of banking functions including business trades, internal operations and service delivery channels, etc. This applies to the establishment of policies, procedures and measures to pursue safe and efficient operations, compliance with laws and regulations, adherence to internal procedures, lower risk of damage to corporate image and integrity of records, financial statements and managerial reporting of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the regulatory and internal procedures requirements and apply the knowledge to analyse the business and operation needs in internal control in order to design a monitoring system which can provide protection to the bank in a long run; • Understand the needs of different stakeholders and liaise with business and operation units to review their requirements on daily activities monitoring to ensure proper compliance framework and sufficient level of internal control is in place. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate document retention policy on compliance in accordance 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; • Develop compliance monitoring and internal control measures and plans (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance committees, etc.) based on the needs of different activities; • Establish policies in tackling and investigating non-compliance issues and applying disciplinary action or follow up remedial actions; • Design internal control workflows and procedures for different business and operations units and monitor their implementation on a regular basis. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review adequacy of resources for compliance and internal control function; • Analyse compliance and internal operational risk reported and review the needs in internal control system enhancement; • Define clearly the roles and responsibilities in internal control and allocate adequate staffing to different roles; • Establish mechanism in detecting deviation from laws and regulations, unsafe and inefficient operations, violation of internal procedures, damage to the bank's reputation or to identify suspicious cases.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Adoption and execution of Compliance monitoring and internal control plans 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.2 Internal Control)

1. Title	Evaluate effectiveness of the bank's internal control
2. Code	109332L6
3. Range	Conducting evaluation on the bank's internal control system. This applies to internal control systems for different businesses / operations of the bank to ensure adequate management oversight and accountability, effective control structures and activities, communication of information between levels of management, and adequate or effective audit programmes and monitoring activities, etc. are in place.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the common practice in the financial services sector and conduct benchmarking studies with other similar establishment in the same industry in order to identify industry best practice in internal control; • Possess the knowledge of the bank's compliance and internal control systems and apply it to evaluate the operations and procedures of different areas of the bank in order to develop the objectives and functions of different internal control systems. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design different measures to evaluate implementation of regulatory requirements and internal policies in accordance with the objectives, scope and complexity level of the compliance and internal operations control programmes; • Employ different methods / channels to collect information regarding implementation of control activities related to regulatory requirements; adherence to internal procedures, protection of corporate reputation, financial reporting and integrity of records; • Conduct regular review on internal processes and procedures to ensure that they are in line with the changes and developments in regulatory requirements and operations procedures; • Analyse problems, enquiries, complaints, etc. arise during the implementation and find out the root causes; • Review current compliance programmes and internal control systems on operational procedures to make sure they are not imposing unnecessary hurdles which are hampering the operational efficiency of the bank. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive analysis on data obtained and identify existing gaps in compliance and internal control of the bank; • Provide recommendation on improvement measures based on the results of the analysis and unique circumstances of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation on the performance of the bank internal control systems in order to specify the areas for improvement. These should be based on the evaluation on the objectives of the control systems and current conditions of the bank (e.g. operations, procedures, integrity of records, managerial reporting, etc.).
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.2 Internal Control)

1. Title	Manage and monitor the internal control procedures to identify incidents of non-compliance
2. Code	109333L5
3. Range	Managing the movements in compliance risks indicators by monitoring the internal control systems and identifying non-compliance incidents. This applies to tracking different kinds of compliance risks indicators and internal control activities conducted in different areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the external and internal rules and regulations and apply the knowledge to interpret relevant laws, regulations, guidelines and codes of conduct in order to identify the requirements on the banking operations; • Understand the internal control systems on businesses / operations of the bank in order to identify high risk areas and the indicators for monitoring. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Implement compliance monitoring plan (e.g. pre-transaction review and approval, on-going review of business processes, participation in corporate governance structure committees, etc.) to review compliance fulfilment of different activities; • Conduct regular checking on high risk areas and ascertain the extent of compliance with established standards, laws and regulation etc.; • Monitor outsourced activities on an on-going basis to ensure its compliance with statutory, regulatory and internal operational requirements; • Review new product or new business approval process to analyse compliance and operations risks involved. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee and analyse data and information collected to spot any irregularities or non-compliance issues; • Identify the causes of deviations from normal level and carry out suitable remedial measures; • Report and escalate to relevant parties according to the judgment on severity of the incidents.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring level of compliance and operational risks in order to identify warning signal at an early stage accurately; • Reporting non-compliance and violation of internal procedural cases to different parties by extracting and presenting relevant data to facilitate understanding.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.2 Internal Control)

1. Title	Manage incidents of non-compliance and mitigate the impacts
2. Code	109334L5
3. Range	Management of internal control processes and development of post-incident actions for minimizing negative impacts of non-compliance. This applies to breaches of different rules and regulations related to the bank and business / operational activities conducted in different areas of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the legislation and internal procedural requirements and apply the knowledge to analyse the relevant rules and regulations in order to identify the compliance requirements on the banking operations; • Possess the knowledge in the internal control systems of the bank and apply it to evaluate the incidents of breaches and determine the extent of the problem. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review affected procedures or operations and identify the possible consequences to help prepare precautionary measures; • Assess (e.g. risk weighted assets, capital adequacy ratio) the changes in risk levels across different areas of the bank in order to assess the severity of the non-compliance incidents / activities; • Develop responses to address the incidents promptly in order to minimize the adverse impacts to the bank; • Develop follow-up measures (e.g. training, disciplinary action) to prevent recurrence of similar non-compliance incidents. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse different non-compliance cases and identify their commonality to develop sound mitigation strategies; • Coordinate with different parties and consolidate relevant data from different sources in order to develop reports on non-compliance incidents as required by the regulatory bodies as appropriate; • Prepare the reports on non-compliance issues, specifying details such as development course, root cause, consequences and remedial measures, etc. for keeping record on lesson learnt.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of mitigation strategies to minimize the impacts of breaches of regulations. These should be based on analysis of the relevant regulatory requirements and the consequences of the breaches on different areas of the bank; • Reporting of non-compliance incidents by specifying details required by relevant parties. These should be based on evaluation and consolidation of information from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.2 Internal Control)

1. Title	Monitor subordinates' behaviours to comply with regulatory requirements
2. Code	109335L4
3. Range	Monitoring the professional standards of subordinates by monitoring the behaviours against the bank's internal guidelines, relevant regulations and code of conduct. This applies to all kinds of job-related tasks / behaviours.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the requirements of compliance / internal control in order to identify behaviours that should be monitored; • Understand the market practice and based on that to identify major standards governing the professional standards of a banking practitioner; • Comprehend the trend of non-compliance cases in the banking industry and apply the knowledge to identify high risks areas or common breaching behaviours for the purpose of deciding the focus of monitoring. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify latest development or changes in law, regulations, guidelines and codes of conduct, market news and customers' demand and communicate new expectations to staff; • Identify critical training needs on compliance and internal control of subordinates and arrange them to attend appropriate training; • Evaluate subordinates' performance / behaviours and provide suitable coaching to assist them to comply with the internal standards or external regulations. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Observe staff's behaviours to ensure they have observed the professional standards; • Identify suspicious cases and carry appropriate actions to verify whether non-compliance issues are present; • Evaluate seriousness of the situations and take appropriate actions according to the bank's guidelines; • Identify / Collect evidences to support the investigation and follow through the cases.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identifying and monitoring critical behaviours of subordinates in order to prevent / decrease non-compliance cases; • Provision of appropriate education / coaching to staff according to the different performance / professional requirements; • Handling non-compliance issues by taking appropriate actions after evaluating the situations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.3 Audit)

1. Title	Formulate internal audit framework
2. Code	109336L6
3. Range	Formulation of policies, guidelines and procedures in internal audit. This applies to internal audit system which is in place to monitor and track if compliance policies and internal standards are properly carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the common practices of internal audit in the financial services industry and apply the knowledge to conduct risk assessment; analyse different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation; • Possess knowledge in the bank’s internal audit system and apply it to develop a framework to evaluate the bank’s internal controls, including its corporate governance, managerial reporting and accounting processes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse different operations and activities of the bank to identify areas which warrant monitoring and tracking to ensure a smooth operation; • Establish audit framework of the bank to help identify improvement areas which require enhancement and formulate control measures to ensure a sound operation environment. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate internal audit policies and approaches to balance risks and control of the bank after attaining a thorough understanding of regulatory requirements and the bank’s internal operations; • Examine the relevant regulatory requirements in detail to identify implications on carrying out the duties of compliance review.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Compilation of compliance policies and / or approaches 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; • Recommendations on improving operation environment are provided as appropriate. The recommendations provided are supported by comprehensive analysis of different information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.3 Audit)

1. Title	Design audit programmes
2. Code	109337L5
3. Range	Design and development of internal audit programmes. This applies to audit programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the processes and procedures of the bank and apply the knowledge to investigate with representatives from different business and operation units to ensure that internal audit practices and recommendations introduced are feasible and compatible with the bank’s operations; • Understand the functions and features of the bank’s internal audit programmes and develop tools or infrastructure which are necessary to support implementation of audit functions as stated in formulated approaches; • Comprehend the workflows and operational risks of different business areas of the bank and based on that to provide advice and support to business and operation units on control or audit related matters. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Take necessary actions to ensure that the internal audit programmes are complied with regulatory requirements; • Develop procedures and standards of internal audit programme after analysing audit policies and operations of respective units. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design relevant training courses and / or communication programmes to develop staff in technical aspect of audit matters; • Anticipate consequences of executing the proposed audit programmes, plan and implement preventive measures to minimise possible negative interruptions applied to ordinary operations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of audit programmes for minimizing potential risks or losses for the bank on regular basis. The design of the programmes is based on analysis on relevant policies and daily operations of relevant units; • Development of supporting measures to provide relevant information and support to other business and operation units of the bank after analysing specific needs of different groups of employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.3 Audit)

1. Title	Formulate audit implementation programmes
2. Code	109338L5
3. Range	Design of implementation programmes for newly developed or revised internal audit programmes. This applies to internal audit and compliance programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the functions and features of the internal audit programmes and apply the knowledge to investigate with representatives from different business and operation units to ensure that practices related to the programmes and recommendations introduced are feasible and compatible with the bank's operations; • Comprehend the operations and requirements of the internal audit programmes and based on that understanding to develop tools or infrastructure which are necessary to support the implementation of the programmes' functions as stated in the formulated approaches. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide consultancy and support to other business and operation units on control or audit related matters; • Take necessary actions to ensure that the compliance review programmes are compiled with regulatory requirements; • Develop procedures of compliance review programmes and standards after analysing internal audit and compliance policies and operations of respective units. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design relevant training courses and / or communication sessions to develop staff in technical aspect of compliance and audit matters; • Provide value added recommendations to management and board of directors where shortcomings or errors in business / operations processes are detected and have them corrected prior to external audits.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Development of supporting measures to provide relevant information and support to other business and operation units of the bank after analysing specific needs of business / operations units and / or different groups of employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.3 Audit)

1. Title	Conduct audit programme tracking and monitoring
2. Code	109339L5
3. Range	Monitoring the execution of internal audit review programmes. This applies to continuous internal audit and compliance tracking and regular review programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the operational details of internal audit programmes and apply the knowledge to develop tracking and monitoring approaches by specifying priority, schedule, manpower requirements and tools required, etc. to ensure its completion as scheduled and as stated in procedural guidelines; • Understand the resources requirements of audit tracking and monitoring programmes and based on that to select compliance and internal audit review techniques, software or other necessary tools for each specific assignment. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct internal tracking and spot compliance review on a periodic basis to ensure that each area is reviewed regularly; • Monitor compliance and internal audit review processes and activities to ensure that they are completed appropriately and timely; • Liaise with business and operation units to facilitate adoption of compliance standards and ensure that compliance and audit review programmes are smoothly and consistently carried out; • Oversee processes and conduct testing on records of different transactions, processes, products or services to ensure that they are meeting compliance of internal standards; • Review internal audit processes regularly in order to identify any problem or shortcomings in current practices and recommend remedial solutions when necessary. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct testing on accounting records of contractors or other business partners to protect interest of the bank; • Review new programmes, products or services to provide adequate controls and ensure that compliance requirements are incorporated; • Coordinate with external auditors to ensure that their practices are consistent with internal audit programmes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Supervision of compliance and internal audit activities to ensure the execution is in accordance with the stated plan; • Execution of regular and ad-hoc compliance and internal audit reviews for different business and operations units to ensure the objectives of securing integrity of their financial and accounting information, promotion of accountability, and prevention of fraud are achieved.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.3 Audit)

1. Title	Evaluate effectiveness of audit programmes
2. Code	109340L5
3. Range	Evaluation of the effectiveness of internal audit review programmes. This applies to compliance review and internal audit programmes carried out in different business trades, internal operations and service delivery channels of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the compliance requirements and operational standards of different business and operations units and apply the knowledge to analyse audit portfolio and detect any deviances or suspicious cases; • Possess knowledge and experience in tracking problem areas identified from auditing data and apply them to investigate causes of deviations or irregularities from stated standards. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review and assess effectiveness and efficiency of compliance review and internal audit programmes and identify ways to improve efficiency through streamlining or revamping the processes; • Evaluate coverage and ensure that adequate compliance and internal 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide recommendations on internal audit and compliance review processes and suggest measures to monitor post review follow-up actions to ensure that recommendations are carried out promptly; • Keep abreast with state of art audit and compliance review technology and introduce new audit and compliance review techniques, tools and practices; • Update internal audit and compliance review programmes regularly in response to the changing regulatory environment; • Review and provide feedback on results of internal audit and compliance review programmes to continuously improve the work of audit unit.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation of audit coverage and effectiveness to ensure that adequate compliance and internal control is enforced on major functional areas and all processes are in compliance with statutory and internal requirements; • Recommendations of improvement actions based on analysis of audit data and effectiveness of existing internal audit and compliance review programmes.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.3 Audit)

1. Title	Conduct audit reporting
2. Code	109341L4
3. Range	Report results and findings of internal audit programmes. This applies to different kinds of audit and compliance review programmes adopted in different functions of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the internal audit processes and apply the knowledge to oversee records, entries and audit trail to ensure accuracy of information; • Possess the technical knowhow of conducting internal audit programmes and based on that to liaise with assigned reviewers on the audit assignment and review their documents to ensure proper and accurate documentation is recorded in accordance with internal compliance standards and external regulations. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Report incidents, risk areas and suspicious cases through internal audit reports or related correspondence; • Prepare internal audit and / or compliance review report and other relevant information and present to management alongside with recommendations in a timely and accurate manner; • Report on compliance review portfolio which indicates status of the bank for management to make decision. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Summarize audit result and follow up with relevant parties to facilitate the development of improvement plan; • Meet with external auditors or regulators to discuss findings and recommendations on compliance review, if necessary; • Gather an understanding of the identified issues and prepare an official audit report and review it with management and the board of directors as needed to ensure recommendations have been implemented.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Production of accurate internal audit and / or compliance review reports with indifferent and valid opinions provided in accord to internal audit standards and external regulations; • Provision of recommendations on the internal audit report and reviewing with management and the board of directors as needed.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.4 Legal Advice)

1. Title	Formulate legal framework and policies on handling suspicious / illegal activities of the bank
2. Code	109342L6
3. Range	Formulation of bank-wide policies in handling suspicious and illegal activities. This applies to different types of suspicious and illegal activities detected at different areas of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge across different areas of law in order to interpret regulations related to the bank; • Possess sound knowledge in the trends of illegal and fraudulent case and conduct research to project the future development of the banking industry in order to identify the future trends in crime / fraud related to the banking industry; • Demonstrate an in-depth understanding of the concepts and techniques on handling suspicious cases to conduct research on common illegal activities taking place in the banking industry for the purpose of formulating suitable and sufficient guidelines for staff. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Critically evaluate the current policies and procedures of different banking operations in order to identify the high risk areas for suspicious / illegal activities; • Estimate the possible impacts on the bank and evaluate the regulatory requirements in order to provide guidelines for staff who may come across suspicious / illegal activities; • Formulate policies in investigating suspicious banking transactions of clients' account after analysing regulatory requirements and operations of the bank; • Formulate policies in investigating or regulating integrity of activities of the bank or individual employees; • Develop clear specification on the authority, roles and responsibilities of different levels of staff when handling suspicious / illegal activities. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse the policies and existing operations proactively to formulate measures in reporting, recording and information dissemination to facilitate the handling of frauds, crimes and other irregularities; • Develop and revamp training programmes related to fraud awareness and knowledge in relevant counter measures after analysing the existing skills level and knowledge of employees.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of policies and guidelines on handling suspicious / illegal activities and corresponding enforcement strategies in order to protect the interest and reputation of the bank; • Development of guidelines in handling suspicious / illegal activities based on the consolidated findings across different research on banking development, trends in banking crimes and operations of the bank, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance
(Key Function – 5.4 Legal Advice)

1. Title	Provide legal advice and related support services
2. Code	109343L5
3. Range	Provision of professional services and professional advice on legal matters. This applies to the advice given to the illegal activities identified in different business areas and other operations functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in business laws and is well-versed in banking ordinances in particular; • Demonstrate extensive knowledge in banking operations and practices so as to provide legal advice relevant to banking context. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the regulatory environment and banking businesses in order to identify legal risks faced by the bank; • Provide advice on legal aspects of the bank’s activities and handle legal enquiries; • Recommend solutions to questionable legal conditions and follow through the cases; • Oversee legal operations of the bank and provide advice to prevent from unnecessary legal risk; • Advise management on the legal implications of different activities; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consolidate data and prepare reports or other supporting evidence to illustrate legitimacy of the bank’s action; • Provide regular and accurate reports to management on legal matters including analysis of significant matters, concerns or breaches of regulations; • Prepare and review legal documents related to the bank’s activities to prevent regulatory risks and protect the bank from unnecessary loss; • Direct and defend to retain, supervise and oversee external counsel against lawsuit or prosecution when the bank is involved in any court cases; • Participate and represent the bank to retain, supervise and oversee external council in litigations and make recommendations on appropriate legal actions or litigation; • Monitor and regularly review the performance of external council.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of professional advice and relevant support which offer useful solutions to legal problems; • Provision of legal advice services which can demonstrate an accurate interpretation of different situations and the ability to flexibly apply legal expertise to tackle different issues under diverse scenarios.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.4 Legal Advice)

1. Title	Provide legal support for investigation of suspicious and illegal activities
2. Code	109344L5
3. Range	Participating or providing legal support in the investigation of suspicious and illegal activities. This applies to any activity which is suspected to have breaching the laws and regulations related to banking operations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in business laws and is well-versed in banking ordinances in particular; • Demonstrate extensive relevant regulations, codes and guidelines knowledge in banking operations and practices so as to handle illegal activities in banking context. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct regular assessment on different business and operations units to evaluate the risks of fraud or other illegal activities; • Identify suspicious and illegal activities through careful observations and analysis of available information. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Use appropriate methods to investigate possible breaches of laws and regulations in transactions or business activities to find out the truth.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of suspicious and illegal activities promptly and accurately based on keen observations and analysis of relevant information; • Investigations on suspicious and illegal transactions or business activities which can spot and report illegal activities promptly to minimize the bank's loss; • Investigation activities are executed in accordance with the bank's internal guidelines and other regulatory requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.4 Legal Advice)

1. Title	Provide information, advice on new or revised legal and statutory requirements
2. Code	109345L5
3. Range	Keeping staff informed with changes in legal / regulatory requirements. This applies to staff of different kinds and any regulation which has impacts on the bank's business and operations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the changes in new and revised laws and ordinances and apply the knowledge to analyse the changed statutory requirements in order to assess their impacts to the bank and the businesses. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Draft interpretation of new and / or revised laws and statutory requirements according to the needs of different job positions; • Design necessary training or educational programmes to ensure that staff of the bank are well versed in the new laws and regulations relevant to their roles; • Design relevant information and publication to update staff of the bank about any new development in laws. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide advice on new or revised legal and statutory requirements proactively and follow up with affected parties including bank employees, business partners and clients; • Anticipate consequences of the new and revised legal and statutory requirements, provide succinct and useful advice and implement preventive measures to manage possible negative responses.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of relevant information on the new development in regulations and / or statutory requirements to different staff after analysing impacts of new and revised regulations and needs of different employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.4 Legal Advice)

1. Title	Present information to courts and other hearings
2. Code	109346L4
3. Range	Presenting information on behalf of the bank to different types of hearings. This applies to court testimony required by the bank as a plaintiff, defendant or witness.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional legal knowledge, especially those related to court proceeding in order to represent the bank during court hearings; • Understand the operational requirements of court proceeding and based on that to evaluate background information of the hearings in order to understand the objectives and stances of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Liaise with different parties to prepare for required information and documentation; • Familiarize with the information to be presented in the hearing in order to maintain a professional manner; • Respond to questions in an appropriate manner and ensure accuracy of the information presented; • Assess the proceeding and engage and coordinate with external counsel where appropriate. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient communication skills in order to present the information clearly and professionally; • Project a professional image during the courts by observing the protocol in courts and ensure the appearance and behaviours can conform to acceptable standards in courts.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Presenting testimony during court hearings in a professional manner and ensure information provided is accurate.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions)

1. Title	Develop anti-money laundering, counter-financing of terrorism and sanctions related framework, programme and policies of the bank
2. Code	109347L6
3. Range	Development of bank-wide anti-money laundering, counter-financing of terrorism and sanctions policies, guidelines, procedures and programmes. The policies, guidelines, procedures and programmes should cover AML/CFT/Sanctions activities of any kinds and can be applied to different businesses / operations of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the background of AML/CFT/Sanctions and apply the knowledge to conduct research on the macro-economic environment and development of banking industry in order to project the trends in related activities; • Possess knowledge in the global development of AML/CFT/Sanctions and based on that to analyse related legislations and rules proposed by different regulators or international bodies in order to identify the implications on the bank's strategies and activities. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Examine the past cases on money laundering, terrorism financing and violation of sanctions and evaluate against the existing operations and procedures of the bank in order to identify high risk areas; • Assess the probability and possible consequences of money laundering, terrorism financing and violation of sanctions on different operations of the bank in order to develop suitable combating policies and control; • Develop policies and requirements on sales process (e.g. know your client and risk assessment procedures) in compliance with regulatory standards; • Keep updated with the latest development in money laundering, terrorism financing and violation of sanctions prevention and update the policies as necessary. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Define clearly the roles and responsibilities of different individuals during the process of money laundering, terrorism financing and violation of sanctions prevention and develop communication strategies to ensure staff's understanding on their roles; • Develop the reporting system and template on AML/CFT/Sanctions and develop a culture which encourage reporting of suspicious activities; • Review operations and activities of the bank in order to detect non-compliance of AML/CFT/Sanctions policies and regulations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of AML/CFT/Sanctions policies to specify guidelines for handling suspicious activities and protecting the interests and reputation of the bank based on consolidated findings from researches on macro-economic development, banking development and current situations of the bank (e.g. procedures, operations, risks); • Development of measures (e.g. manpower planning, reporting systems, communication strategies etc.) to facilitate implementation of policies based on critical

	analyses on the process of AML/CFT/ Violation of Sanctions, features of suspicious activities, regulatory requirements and the bank's operations and activities, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions)

1. Title	Assess and monitor controls to manage risks on anti-money laundering / counter-financing of terrorism activities / sanctions
2. Code	109348L5
3. Range	Designing different systems to monitor activities within the bank for identifying money laundering, terrorism financing and violation of sanctions activities. The systems cover AML/CFT/Sanctions activities of any kinds and can be applied to different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the background of AML/CFT/Sanctions and apply the knowledge to evaluate regulations related to their prevention and identify the implications to the bank's activities; • Understand the trend of money laundering, terrorism financing and abuse of sanctions, hence to evaluate common means and risk levels of violation in order to develop suitable controls for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review current controls on AML/CFT/Sanctions in order to identify areas with weak controls and vulnerable to non-compliance behaviours; • Determine key performance indicators and trigger events according to the risk tolerance of the bank in order to monitor risks in money laundering, terrorism financing and violation of sanctions; • Develop a mechanism to identify high risk customers and monitor their transactions; • Develop monitory system to measure and collect information regarding essential indicators as specified in the AML/CFT/Sanctions control framework; • Set up monitory policies to ensure that different activities are conducted in conformity with laws and regulations and services are not provided for transactions which are suspected to be associated with illegal activities; • Evaluate the bank's performance in money laundering, terrorism financing and abuse of sanctions prevention and provide recommendations on improving the monitory system. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Determine the degree and frequency of monitoring in accordance with the risks and importance of different processes; • Review operations and activities of the bank in order to detect non-compliance of AML/CFT/Sanctions policies and regulations; • Identify incidents of money laundering and conduct investigation in order to find out the causes for the failures and undertake remedial actions if necessary; • Report any suspicious cases to management and present relevant information to facilitate their decision.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of monitory systems to ensure early identification of suspicious activities on money laundering;

	<ul style="list-style-type: none">• Monitoring different activities of the bank to identify warning signals at a timely manner based on analysis on information collected from different sources and investigation;• Reporting of suspicious cases to management by extracting and presenting relevant information based on analysis on information collected from investigation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions)

1. Title	Provide training and support to staff to ensure compliance of anti-money laundering / counter financing of terrorism regulations / sanctions
2. Code	109349L5
3. Range	Provision of different kinds of support to facilitate staff to comply with the bank's anti-money laundering / counter financing of terrorism regulations / prevention of abuse of sanctions policies. This applies to the support provided to different levels of staff across various business and operations units of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the development trend in global AML /CFT / Sanctions and apply the knowledge to interpret existing local and international regulations related to these activities in order to evaluate the relevant policies of the bank; • Understand the regulatory requirements and based on that to review the details and objectives of the AML /CFT / Sanctions policies of the bank in order to devise concrete activities to implement the measures. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the impacts AML /CFT / Sanctions policies on different operations of the bank in order to identify resources for execution and develop a realistic training implementation plan; • Integrate AML /CFT / Sanctions policies into relevant operating systems and procedures and incorporate into related training and communication sessions; • Identify suspicious incidents of AML /CFT / Sanctions and report to responsible parties to help conduct investigation and find out the causes for the failures and undertake remedial actions; • Develop suitable measures (e.g. training, promotion, work tools, dissemination of information, penalty for non-compliance) in order to enhance staff's awareness and competence regarding money laundering prevention; • Issue clear instruction regarding the policies and ensure staff involved are well versed with the procedures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor staff's compliance with AML /CFT / Sanctions policies and determine disciplinary actions on non-compliance; • Review operations and activities of the bank in order to detect non-compliance of AML /CFT / Sanctions policies and regulations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of suitable support measures to facilitate compliance with AML / CFT / Sanctions policies. These should be developed based on analysis on the anti-money laundering regulations and existing operations of the bank; • Monitoring and conduct analysis on activities and operations across different areas of the bank in order to identify breaches of the policies.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions)

1. Title	Handle request from law enforcement agencies related to anti-money laundering / counter-financing of terrorism / sanctions
2. Code	109350L4
3. Range	Handling request from different law enforcement agencies. This applies to requests of financial information of the bank's clients for the purpose of investigating anti-money laundering, counter-financing of terrorism and prevention of violation of sanctions activities.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in banking law and compliance in order to interpret the requests from law enforcement agencies; • Understand the regulatory requirements in anti-money laundering, counter-financing of terrorism and prevention of violation of sanctions and apply the knowledge to interpret the request of law enforcement agencies for the purpose of providing appropriate responses. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Verify the requests received are from regulators or authorized law enforcement agencies by examining their support documentations; • Examine the instructions from regulators or law enforcement agencies in order to identify information to be provided; • Liaise with different parties to consolidate and provide information according to the scope of the request; • Develop the plan in preparing the response to handle regulatory reporting in accordance with the specified time schedule; • Consolidate information from different sources to provide the report which can meet the requirements of the requests; • Identify on-going obligations of the bank in order to allocate resources to support the investigation. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Review operations and activities of the bank in order to detect non-compliance of anti-money laundering policies and regulations; • Handle clients' information properly as per defined procedures and guidelines to prevent damaging the relationship and reputation of the bank; • Record all submitted information and take necessary action to prevent unauthorized access of the information.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of information in a decent reporting format in order to satisfy the requests from law enforcement agencies; • Provision of responses to law enforcement agencies related to anti-money laundering, counter-financing of terrorism and prevention of violation on sanctions based on the consolidated information collected from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.5 Anti-Money Laundering / Counter-Financing of Terrorism (AML/CFT) / Sanctions)

1. Title	Report suspicious cases on money laundering / terrorist financing / sanctions
2. Code	109351L4
3. Range	Provision of early warning signals and reporting to relevant parties regarding money laundering, terrorist financing and abuse of sanctions activities. This applies to AML/CFT/Sanctions activities of different kinds and different individuals within the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s guidelines and criteria in anti-money laundering, counter terrorism financing and abuse of sanctions reporting and interpret them to judge which incidents should be escalated to management; • Understand the reporting requirements and act in accordance with the reporting lines and format for reporting suspicious activities at an early stage to minimize possible losses to the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify high risk customers during account opening process so as to carry out early preventive measures; • Identify transactions and activities which deviate from normal standards and provide reasons for suspicion on the report; • Perform further checking on suspicious transactions in order to verify the evidence of money laundering, terrorism financing and / or violation of sanctions and summarise the evidence on a report; • Verify the identity on suspicious clients and assess the response of them to make reasonable judgment for reporting; • Collect and consolidate information from clients in a tactful and professional manner in order to preserve the relationship and protect the reputation of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee different activities in the operation processes in order to detect non-compliance of anti-money laundering, counter terrorism financing and abuse of sanctions policies and regulations; • Store and record reports on suspicious money laundering, terrorism financing and abuse of sanctions activities to ensure all details of the transactions are documented in files and retained for suitable period of time.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reporting of suspicious money laundering, terrorism financing and abuse of sanctions activities to specify the details and reasons for suspicion by consolidating relevant information from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.6 Counter Financial Crimes)

1. Title	Develop policies in combating internal and external fraud
2. Code	109352L6
3. Range	Development of bank-wide policies to combat financial crime and internal operational deficiencies. This applies to different kinds of financial crime and deficiencies in various operational areas.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the trends in financial crime and apply the knowledge to identify the causes and impacts of different types of financial crimes for the purpose of formulating measures to protect the bank’s interests; • Understand the banking environment and businesses and related the knowledge to identify possible trends in financial crimes; • Demonstrate specialized knowledge across different disciplines in banking businesses / services in order to evaluate bank’s exposure to different types of financial crime. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify business activities that are susceptible to financial crime and define the acceptable conducts regarding the process in order to standardize the procedure; • Assess the impacts brought by different financial crimes in order to determine the suitable types of control systems or measures; • Conduct benchmarking studies to identify industry good practices and select an approach which is aligned with the nature, scale and complexity level of the bank’s activities; • Conduct research on relevant regulatory requirements and identify the implications on the bank’s policies and procedures in combating financial crimes. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse the implications of control measures developed and provide relevant resources (e.g. training) to facilitate compliance with the policies; • Identify competency requirements and assign roles and responsibilities to different parties for monitoring the compliance with the good business practices; • Monitor the development trends in financial crimes and update the respective policies when necessary; • Conduct regular review on effectiveness of control measures developed and adjust accordingly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of policies to specify the stance of banks in combating financial crime. This should be based on consolidated findings across different research on banking environment, regulatory requirements, trends in financial crimes and unique situation of the bank; • Overseeing and monitoring implementation of the policies by analysing resources requirements, competence requirements for different roles, development trends in financial crime and effectiveness of control measures, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.6 Counter Financial Crimes)

1. Title	Conduct investigation on cases related to internal and external fraud
2. Code	109353L5
3. Range	Conducting investigation on different types of financial crime due to external parties or internal staff fraud by using different methods. This applies to financial crime occurred in different activities of the bank as well as those external to the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different methods in conducting investigation and apply the knowledge to evaluate different types of surveillance methods in financial crime in order to develop a customized investigation plan for the bank; • Understand the key features of business / procedures across different areas of the bank in order to investigate financial crimes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Plan for the investigation tactics and develop the operational plan for conducting the investigation (e.g. time, resources, tools, etc.) in accordance with the bank's guidelines and regulatory requirements; • Review information related to the suspicious activities to identify and prioritize different lines of enquiry; • Identify and liaise with relevant parties which may provide useful information on the case in order to conduct the enquiry. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Outline missing information for reorganizing the cases and employ suitable methods (e.g. interview, observation, record searching) to obtain the required data; • Follow up with relevant parties to ensure all relevant information are collected and based on that to conduct analysis to identify possible scenarios of the cases; • Maintain the integrity of evidence by systematic documentation and preserving the scenes for financial crime if necessary; • Document and organize all the actions, decisions and findings during the course in a systematic manner to facilitate investigation and reporting.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reorganization of the cases by obtaining information across various sources and employing a wide range of different investigation methods; • Production of report for management and / or external parties by summarizing findings from investigation and analysing information collected.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.6 Counter Financial Crimes)

1. Title	Identify potential internal and external fraud risk
2. Code	109354L4
3. Range	Monitoring of business activities to identify different types of financial crime and internal operational deficiencies. This applies to monitoring of different business activities and financial crime within or external to the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in typologies and surveillance methods in financial crime in order to identify suspicious cases; • Understand the key features of different business / procedures across different areas of the bank and based on that to examine different transactions conducted in order to identify suspicious activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Coordinate with relevant parties to conduct due diligence on enterprise banking clients in order to verify their background and information provided for preventing money laundering activities; • Monitor business activities and financial crime risk indicators regularly in order to identify unusual circumstances; • Review the suspicious activities to check whether there are any justifiable reasons to explain the cases and decide further action; • Assess the suspicious activities in order to identify the type and nature of the financial crime and decide the investigation plan. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify information for detecting financial crimes and obtain the information through various channels which are conforming with the privacy ordinance; • Document the findings and report the incidents to management, regulators and other relevant parties on a timely and professional manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of potential financial crime by monitoring business activities and detecting variations from normal course.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.6 Counter Financial Crimes)

1. Title	Cooperate with regulatory bodies in addressing enquiries relating to financial crime
2. Code	109355L4
3. Range	Cooperation with different regulators to investigate financial crime. This applies to financial crime occurred in different activities of the bank as well as those external to the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in financial crime and relevant regulations in order to identify the roles of banks in combating financial crime; • Understand requests from regulators and assess their enquiries in order to prepare information useful for the investigation; • Possess the knowledge in the key features of business / procedures across different functions of the bank in order to provide meaningful responses to the requests of the regulators. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Verify the request of information, clarify the purpose and scopes of the enquiries in order to determine the resources regarding the enquiry; • Coordinate with different parties in order to collect and provide information required; • Prepare the documentation and submit the response according to the agreed timescale; • Comply with relevant regulations and the bank’s guidelines when preparing information to regulators. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Verify the information with different sources in order to ensure accuracy, integrity and timeliness; • Keep accurate records regarding the enquiry and responses provided by the bank as a reference and protection to the information providers.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of information to regulators in order to satisfy their requests; • Taking necessary actions to ensure the information provided to the regulators is accurate, timely and verified against different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 5. Internal Control and Compliance

(Key Function – 5.6 Counter Financial Crimes)

1. Title	Report suspected financial crimes to relevant parties in the bank
2. Code	109356L3
3. Range	Reporting of suspicious activities occurred in different business and operations units. This applies to reporting on different kinds of financial crime and to different relevant parties.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in common financial crimes encountered by the bank in order to evaluate different cases on breaching regulations; • Understand the bank’s policies and procedures in dealing with financial crimes in order to understand the role in reporting; • Understand regulations related to financial crimes in order to identify information to be included in the report. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect and consolidate all information related to the suspicious activities in order to provide a report to the management; • Report the financial crimes according to the protocol and requirements laid down by the bank and / or regulatory bodies; • Document and record all the actions, decisions and findings of the investigation according to the bank’s procedures; • Attach all necessary supporting information and submit to responsible parties for further investigation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Seek other stakeholders’ consent prior to execute any actions which may cause any effects on them; • Demonstrate professionalism by applying impartial and unbiased judgment on the financial crime’s reporting process.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reporting of suspicious activities to relevant parties (e.g. management, regulators) in accordance with the requirements of regulators or the bank in a timely manner; • Provision of impartial and unbiased opinions on the financial crime report.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Formulate policies on IT governance
2. Code	109357L6
3. Range	Formulation of IT governance policies and processes to support the corporate governance requirements. This applies to IT polices related to internal operations and business support provided to products and services delivery.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the local and global IT governance standards and regulatory requirements for the bank industry; • Understand the application of Technology to ensure bank functions and processes are supported; • Comprehend the operations systems of the bank hence to evaluate operations of IT systems; • Understand the backbone of the bank’s business and IT strategies thoroughly and based on that to conduct research and compile the definition of IT governance policies framework. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish IT governance structure, practices and processes and enforce the IT governance policies; • Evaluate the effectiveness of the bank’s technology systems; • Support the establishment of the bank’s governance policies from the IT perspective; • Establish control and process under the defined IT governance policies to support the bank’s governance from the IT perspective. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take extra attention to ensure IT governance policies formulated are in alignment with the bank’s values and strategies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • The abilities to establish and define the IT governance policies and framework in order to support the establishment of the bank’s governance policies from the IT perspective.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Formulate the overall IT architecture and infrastructure design of the bank
2. Code	109358L6
3. Range	Formulate the IT architecture and infrastructures. This applies to overall IT systems adopted by the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand various IT architecture and infrastructure design and apply the knowledge to analyse the business requirements and drivers of the banks; • Understand various IT architecture principles that support the banks' business missions. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify stakeholders and their needs, analyse individual potential stakeholder's requirements and concerns; • Resolve stakeholders' concerns by formulating suitable IT architecture principles to optimize business opportunities. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Define the architecture principles that address the bank's key business requirements; • Formulate an architecture and infrastructure that respond to stakeholders' requirements and constraints which can: <ul style="list-style-type: none"> ▪ Define benefits to be derived from the architecture ▪ Map these benefits to bank's business objectives
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Rationally define and prioritize the IT architecture principles for the banks to support its business missions; • Formulation of IT architecture and infrastructure based on analysis of stakeholder's requirements and the bank's key business requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Evaluate future trend to plan for technological improvement
2. Code	109359L6
3. Range	Formulation of development plan in constructing technology infrastructure to support the bank's business strategies and satisfy needs of customers. This refers to a forecast of the future technological environment of the banking industry and applies the projected vision into the bank's IT improvement plan.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the global technological development trend and apply the knowledge to anticipate the future requirements of customers in the bank's technological systems; • Demonstrate understanding of the needs of bank customers by applying the knowledge to evaluate future trends in customers behavioural patterns and future development on IT applications; • Understand the IT strategies of the bank and based on that to identify technological improvement needs (e.g. database technology, system engineering, and telecommunications) in satisfying the bank's business strategies and customers' needs in service delivery. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate information technology strategies which can cover different areas based on technological readiness, skills of IT personnel and needs of customers; • Benchmark with local and overseas banks to ensure IT systems and financial technology of the bank can keep up with the industry standards; • Consult with different business departments, including product development team, to ensure that the strategies can meet the features requirements of different products and services; • Conduct research to keep updated with the trends in IT development in order to design better services to customers. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Strive to maintain a balance amongst related political, economic, social and technological factors in developing the improvement measures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of technological improvement plans based on critical analysis on the bank's business strategies, IT strategies, customers' needs and future development in Information and financial technology.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Assess effectiveness of current technology infrastructure
2. Code	109360L5
3. Range	Evaluating and identifying improvement needs on existing architecture. This covers all IT systems in the entire process of delivering products and services of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comprehend the functions and features of the bank’s IT infrastructure and apply the knowledge to evaluate the quality attributes of the IT systems for the purpose of assessing its performance; • Understand the systems requirements of different key stakeholders and based on that to regularly consult both internal and external users to obtain their opinions and suggestions in the systems / infrastructure enhancement; • Understand existing industry and technology trends and apply the knowledge to compare existing technology systems in the bank with the latest technology solutions. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify performance gaps in existing IT systems by analysing internal and external users’ feedback on IT systems’ effectiveness; • Identify lapses in operational efficiency of existing systems by analysing the results of performance evaluation; • Evaluate latest development of technology in the market to identify gaps in existing systems; • Conduct research to develop new configuration to enhance the technology framework. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Recommend and design new advanced customer services systems to catch up with the changing needs of users; • Take necessary actions to ensure the new design in IT capabilities enhancement can comply with the regulatory or legislative requirements in the field of technology; • Justify the recommendations by evaluating the differences in capability between existing systems and newly introduced technology as well as return on investment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of improvement needs in IT systems by analysing performance of current systems, customer needs and latest technological developments, etc.; • Provision of recommendations on upgrading the IT systems of the bank. The suggestions should be based on analysis on the bank’s needs in technological improvement, regulatory requirements and return on investment.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Develop operations procedures for different IT hardware / software
2. Code	109361L5
3. Range	Development of operations procedures for the IT infrastructure. This applies to all IT hardware and software.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the current IT infrastructure of the bank and apply the knowledge to review and articulate the overall IT architecture and design at the organizational level; • Understand the features of various hardware and software for the banking industry and based on that to design specific operations procedures for the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop IT operation processes and procedures for software and hardware products or services provided by the bank in accordance with the industry standards; • Review and improve the IT operation processes and procedures continuously; • Build and implement new procedures and processes for evolving new systems or in support of new business requirements. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Be highly aware of the operations procedures developed for different IT hardware / software can fulfil the regulatory and compliance requirements; • Review the operations procedures of different IT hardware / software continuously to identify improvement areas and take actions to correct promptly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • The abilities to develop the operation procedures for different IT hardware and software within the bank to support its business missions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Manage IT assets of the bank
2. Code	109362L5
3. Range	Control and Management of the bank's IT assets portfolio. This applies to all types of IT assets of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess in-depth knowledge of the bank's IT infrastructure and engagement of IT assets; and based on that, to review the details of the bank's IT resources and their consumption in order to determine the usage level of the bank; • Comprehend the IT strategies of the bank and apply the knowledge to evaluate the allocation structure and the policies on IT assets utilization; • Identify the genuine IT asset requirements of the bank based on the expertise knowledge on business and operation's needs. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate the policies and approval criteria guidelines for IT procurement requisition; • Develop detailed procedures for applications on tender bidding or request for proposal on IT assets requisition; • Negotiate support / maintenance terms and conditions to match with the bank's needs; • Decide on selection criteria in determining the best approach for the bank in developing or buying systems/ solutions including considerations of outsourcing and vendor selection (e.g. best suit vendors, cost-effectiveness, vendor's ability to support the bank's system, liability support of vendor, etc.); • Formulate and drive version upgrades to ensure IT assets are continued to be supported. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Fulfil accepted request while comply with the bank's guidelines as well as any laws and regulatory requirements, if applicable;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of procedures and guidelines for procurement requests and applications on tender bidding or request for quotation; • Managing the fulfilment of accepted request by using the most cost effective mean, while comply with the bank's guidelines as well as any laws and regulatory requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Manage and maintain network and communication systems of the bank
2. Code	109363L5
3. Range	Monitoring, control and maintenance of the bank’s network and communication systems. This applies to all sorts of network and communication systems tailored for different groups of users.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the features and special characteristics of different network and communication systems of the bank and apply the knowledge to implement, monitor and control recovery procedures for them; • Possess the knowledge in the bank’s IT network and communication systems and apply it to analyse reports from the monitoring system, hence to identify and resolve issues and potential threats; • Understand the trends of new technology and apply the knowledge to identify their impacts on the current network and communication systems. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate policies and guidelines for network and communication systems usage of the bank; • Manage change requisitions on the network system and perform justification analysis; • Enforce the network policies by applying system and procedures to control the network systems. <p>6.3 Professional Behaviour and Knowledge Be able to:</p> <ul style="list-style-type: none"> • Take necessary actions to ensure the network architecture is capable of meeting current and future needs of the bank; • Determine whether to update or to retire the adopted architecture with the latest network technologies; • Make appropriate changes to ensure the network architecture is capable of meeting current and future technological needs of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing the network and communication systems of the bank based on an analysis on the bank’s business missions; • Development of continuous improvement measures on the network architecture and communication systems to ensure it is capable of meeting current and future needs of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Design and construct interface / system on customer services
2. Code	109364L5
3. Range	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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Have a thorough understanding of the customer service mission of the bank and based on that to evaluate various kinds of services required by different customers in order to design interface / systems which can facilitate the bank in satisfying demands in customer services; • Possess in-depth knowledge on existing client / user interface technology and trends and apply the knowledge to building the bank’s client/ user interface. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct feasibility study and cost-benefit analysis on the proposed interface / system; • Develop IT infrastructure to ensure smooth and effective communication between the banks and customers; • Evaluate user friendliness of the system interface design; • Design client communication systems which can maintain the bank’s competitiveness in service delivery; • Cooperate with other business and operations units to formulate rules, security measures and user regulations, etc. for the technology systems. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Review regularly to ensure all IT systems, including those provided by third parties, are in compliance with customer privacy protection act, disability discrimination legislation and other regulations in their country of origin and in their countries of use; • Consider the needs of the underprivileged such as, visually impaired, handicapped, less educated people, technology phobia people when designing customer interface systems.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Production of IT infrastructure and user friendly system interface for products and services delivery based on analysis on business and clients’ requirements and cost benefit analysis, etc. Moreover, the systems should be able to comply with statutory and regulatory requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.1 Technology Infrastructure)

1. Title	Review and update IT and financial technology architecture to facilitate products and services delivery
2. Code	109365L5
3. Range	Building and updating technology infrastructure to support the bank's business strategies in products and services delivery. This applies to the entire IT and financial technology infrastructure which supports different channels of products and services delivery.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have a thorough understanding of the business and operations strategies of the bank and apply the knowledge to develop different types of IT and financial technology architectures (e.g. application software, data, network, security, etc.) to meet the strategic requirements and other needs of the bank according to technology analysis; • Comprehend the features and special functions of the IT and financial technology systems of the bank and is able to relate compatible software components (e.g. MTS, VCL, etc.) and required visible properties of those components to computing or programme systems in use to provide professional operation environment to users. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the established IT and financial technology architecture regularly to ensure that they can catch up with the business strategy and service delivery needs of the bank; • Refine the established IT and financial technology architecture when there are changes in the needs of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Update IT and financial technology architecture in consideration of maintaining a balance amongst related political, economic, social and technological factors; • Demonstrate professionalism by applying impartial and unbiased judgment throughout the IT and financial technology architecture reviewing process.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Producing and updating 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Formulate IT and cybersecurity policies, roadmaps and strategies
2. Code	109366L6
3. Range	Design of policy on IT security for protecting the bank from unauthorized access, alteration, unauthorized disclosure, etc. This covers all IT and financial technology systems of the bank regardless of the business or operations functions.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Recognise the changes in IT and financial technology in the banking industry and the wider market, and apply the knowledge to analyse future trends and developments in IT security threats and measures based on incomplete information collected from different sources; • Understand the compliance requirements and based on that to determine regulatory requirements and obligation under different jurisdictions; • Understand the business requirements of key stakeholders and apply the knowledge to analyse views collected from different business and operation units accurately to discern their needs in IT control or security (e.g. network). <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish strategic objectives and compliance position for IT security of the bank in order to provide protection with an outlook of future perspective; • Establish IT control or security (e.g. network) policies with respect to the bank’s business strategies and security needs; • Develop implementation plans with different parties to ensure smooth running in service delivery and daily operations while complying with the bank’s security policies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Direct communication and education programs on IT security measures; ensure all levels of staff are aware of their importance and participate in the protection of information security; • Design monitoring measures to ensure compliance with established security policies in order to protect the bank against unauthorized access, alteration, unauthorized disclosure, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of security policies. The policies should be based on critical analysis of a broad range of data and incomplete information with the aim to provide enough protection to bank’s IT systems and meet the regulatory requirements without hampering operational efficiency; • Production of supporting measures on enforcing security policies. Comparison of different types of security measures should be provided to support the design.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Develop procedures, guidelines and programmes for IT system security / cybersecurity
2. Code	109367L5
3. Range	Design and development of different kinds of security procedures and guidelines in IT and financial technology systems. This applies to different types of IT and financial technology systems adopted by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the features of the bank’s IT and financial technology systems and apply the knowledge to evaluate operations of IT systems, the security policies of the bank and requirements of user departments to design procedures and guidelines necessary to ensure the system security. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Propose design of procedures and guidelines with the purpose of enhancing security of the IT systems and preventing or minimizing security risks; • Develop procedures and guidelines on service disruption related to cyber incident; • Ensure designs of procedures and guidelines can comply with technology security requirements or regulations; • Design the production plan for the procedures and guidelines and monitor the production process. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee penetration testing on the enhanced systems or infrastructure components for ensuring effectiveness of the procedures and guidelines; • Develop and oversee implementation plans of the procedures and guidelines to ensure they are launched effectively.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of procedures and guidelines which can enhance security in the IT systems. The suggestions should be based on analysis on the security requirements of the bank and user requirements of related units; • Supervision of the production and the procedures and guidelines to ensure fulfilment of the stated objectives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Conduct security risk assessment and audit of different IT systems and suggest mitigation strategies
2. Code	109368L5
3. Range	Assessment of security risks in IT systems. This applies to different kinds of IT systems including Blockchain, Artificial Intelligence (AI), Big Data collection and storage, etc. and covers the assessment of different kinds of risks.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand risk exposure of different IT systems and apply the knowledge to evaluate risk assessment framework of the bank to develop comprehensive understanding on the procedures in measuring different kinds of security risks which the bank is potentially exposed to; • Understand the functions and features of different risk assessment mechanisms and apply the knowledge to evaluate common methods in risk assessment adopted by the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Measure risks on systems and networks for identifying hazards and potential loss of unauthorized access; and identify possible areas which may threaten information security of the bank; • Make judgment and adjust the assessment procedures when necessary in order to ensure smooth operations and fulfilment of the stated objectives; • Identify potential IT security weaknesses and recommend remedial improvement measures; • Communicate the identified risks in IT security with related business and operation units and recommend any changes in the system to enhance the security. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop comprehensive precautionary measures which can safeguard the bank from potential loss arising from the breaching of security of business information by customers or business partners; • Summarise the findings of assessment and report the risk potentials and remedial recommendations on different IT systems to relevant parties.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Execution of the risks assessment procedures (risk measurement, identification and reporting, etc.) in IT system according to the bank's risk assessment framework and make necessary adjustment during the course to ensure smooth operation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Assess and manage security risks and trends in digital and mobile environment
2. Code	109369L5
3. Range	Implementation of bank-wide cyber risk assessment and management initiatives to conduct data analysis for the purpose of identifying trends of security risks in digital, mobile and other IoT environment. This covers the accountability of developing technology deployment plans to ensure that cyber-security technology adopted by the bank are operationally effective, upgraded and enhanced to meet the changing threat setting and business requirements.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of technological development in the banking industry and evaluate the trend in cybersecurity; • Master the knowledge in utilizing tools and techniques to tackle cyber risks and apply it to design, deploy and maintain bank-wide cyber risk management methodologies; • Be familiar with the bank’s IT systems and use the knowledge to assess bank-wide business risks and cyber threats; hence to develop detailed business risk scenarios and cyber threat models. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Use of tools and technology to provide data analytics and business intelligence on cyber threats, risks and vulnerabilities; • Develop, implement and conduct periodic testing of cyber resiliency plans to cope with the changes in the trend of cyber risks; • Manage and oversee large projects involving information security, technology risk management, and cybersecurity or cyber risk management to ensure the projects are smoothly implemented. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Protect customer and employee confidential information, and take steps to ensure all initiatives are in compliance with regulatory and audit requirements; • 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; • Recommend improvement on technology deployment plans of the bank to ensure cybersecurity technology adopted can meet the changing threat environment and business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Assessment of 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Design and implement cybersecurity awareness education and employee training
2. Code	109370L5
3. Range	Promotion and of cybersecurity awareness and implementation of education programmes for both employees and customers. This refers to on-going and ad-hoc education programmes offered to employees, clients, business partners and other stakeholders.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in the development of cybersecurity and apply it to identify the needs to foster cybersecurity awareness of different parties; • Understand the importance of IT risk awareness education and promote stakeholders' awareness of computer risks and cybersecurity as well as the risks associated with related digital platforms linked up with the bank; • Understand the work related to cybersecurity conducted by different parties and based on that to enhance cooperation with financial services industry practitioners and law enforcement agencies to exchange intelligence in technology crime and cybersecurity. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop and implement cyber risk information sharing programmes and widely disseminate the messages to related parties; • Produce educational and promotional materials related to cybersecurity, such as posters, leaflet, booklets, video, etc. to promote the initiative; • Establish guidelines and information tool to educate employees and customers to conduct health checks on their computers, mobile devices and websites and enhance awareness on possible cyber-attacks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop comprehensive contents of training consist of collection of preventive tools, policies, security concepts, security safeguards, guidelines and risk management approaches; • Establish physical and online learning centres for employees and other stakeholders to learn about the security risks they should be aware of and the precautions they can take.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Building cybersecurity education infrastructure and instil a culture to combat cyber-crimes; • Establishment of conventional and online training curricular on cybersecurity.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Build necessary infrastructures to support policies on cybersecurity
2. Code	109371L5
3. Range	Design and development of 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the operations details of IT systems and digital platforms and apply the knowledge to evaluate the security policies of the bank and requirements of user departments in order to identify infrastructure necessary to ensure the system security. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Propose design of infrastructures with the purpose of enhancing security of the cyber network systems and preventing or minimizing security risks; • Design the production plan for the infrastructure and monitor the production process; • Take necessary actions to ensure designs of infrastructure can comply with technology security requirements or regulations. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee penetration testing on the enhanced systems or infrastructure components for ensuring effectiveness of the plan; • Develop and oversee implementation plans of installation of the infrastructure; review periodically to ensure they are executed effectively to support the cybersecurity policies of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design of cybersecurity infrastructure which can enhance security in the IT system and digital platforms. The systems built should be based on an analysis on the security requirements of the bank and user requirements of related business / operations units; • Supervision of the production and installation of the cybersecurity infrastructures to ensure fulfilment of the stated objectives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Assess and monitor security level in IT systems and cyber environment
2. Code	109372L5
3. Range	Monitoring security risks of the IT system. This covers different kinds of security risks such as unauthorized access, alteration, unauthorized disclosure, etc. and different IT systems adopted by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the risk trend related to IT systems and cyber environment; • Understand external environment on existing and potential threats and vectors; and apply the knowledge to articulate potential strategies to mitigate risks and attacks including, but not limited to exploits, phishing, vishing, trojans, worms, viruses, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse data on security risk and determine the degree of risk faced by the bank; • Monitor the movement of risk levels of different kinds of risks and spot for abnormal or suspicious variations; • Analyse reports on virus or other problems to determine healthiness of the system; • Assess the risk level caused by service disruption related to cyber incident; • Identify problems in existing security products and recommend necessary maintenance and repair of the systems. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate the latest development in regulatory requirements related to information privacy and security and recommend improvement measures; • Evaluate effectiveness of security controls in the bank and identify improvement areas.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of security problems by monitoring and analysing the reported data in risks level; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Educate business users on information and cyber risk trend and controls in a banking environment
2. Code	109373L5
3. Range	Conducting research to develop and/or revise training courses, communication sessions, briefing workshops and/or independent educational interactive meetings for enterprise banking clients. This includes the preparation of appropriate educational materials, and/or conducting formal classroom courses and workshops.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of different concepts, terms, processes, policy and implementation of information and cybersecurity; • Possess the knowledge in the trend and control of information and cyber risk and apply it to access to and compare the latest security measures at all stages of an information system life cycle; • Keep up to date on the development of information and cybersecurity, as well as using this knowledge to solve complex problems involving a wide variety of information systems. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Plan, organize and manage the presentation of major risk trend and controls on cybersecurity. Assigns training classes or communication sessions to instructors and evaluates instructor training effectiveness; • Conduct comprehensive reviews of learning courses and programmes, evaluate the impact of planned or projected changes in cybersecurity trend on associated training requirements; • Develop and maintain presentations, audios, videos and security content in support of the communication strategy for cybersecurity education and awareness; • Review and revamp existing education programme content in accordance to changed cyber risk trend; • Establish and maintain uniform understanding and application of Business Continuity Plans, processes and solutions before the drilling test; • Monitor implementation and integration recovery process for affected business and operations areas. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop and execute strategies, methodologies, communication campaigns and training plans to develop and foster a culture of cybersecurity, privacy, and continuity across the bank's client organizations; • Design communication sessions and workshops with a central focus on driving clients' alertness and organizational change towards a culture that focuses on information and cyber secure practices.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Delivery of effective educational and/or awareness programmes on cybersecurity and risk control for enterprise banking clients; • Formulation of effective training, education and communication strategies and implementation plans including analysis, execution, testing and documentation are

	established to create impact to clients' organization culture on cybersecurity and controls.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Carry out IT system security / cybersecurity incident investigation, monitoring and reporting
2. Code	109374L5
3. Range	Investigation of IT related security issues and cybersecurity incidents for the bank and collect evidence. This refers to all kinds of systems risks across different business / operations units of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand forensics concepts and investigation techniques and apply the knowledge to evaluate different issues in IT and cybersecurity in order to develop the framework of investigation plan; • Possess knowledge in investigation methodologies and based on that to evaluate different investigation approaches in order to develop the procedures in conducting investigation of security cases; • Demonstrate professional knowledge in the various techniques in evidence gathering. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify the case for investigation, provide logistical, technical and exploratory support to IT system security / cybersecurity incident detection; • Develop investigation plan that define the procedures and techniques used in information collection and documentation of forensic activities; • Examine the collected data and recognize essential elements of possible forensic activities; • Preserve evidence collected for internal investigation or law enforcement agencies' follow up; • Aggressively investigate systems forgery and fraud related crimes and incorporate the cooperative efforts of other law enforcement agencies to meet this goal; • Write up incident reports and record lessons learnt from IT system security / cybersecurity incidents. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Investigate security case in a professional manner with an aim of playing a role in the prevention, investigation and prosecution of system related financial crimes to protect the bank's information and enhance public safety; • Define guidelines and ensure that steps taken during investigation are in accordance with the bank's policies and any laws and regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Investigation of the security case in a professional manner; • Preservation of evidence for later internal analysis and / or police investigation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.2 IT System Security / Cybersecurity)

1. Title	Assess effectiveness on cybersecurity risk protection and carry out incident monitoring and reporting
2. Code	109375L4
3. Range	Assessment of the overall effectiveness of the bank’s cybersecurity risk protection and reporting structure; including the provision of management information to the bank with an independent assessment relating to the effectiveness of cybercrime prevention, detection and incident management processes, policies, procedures and governance activities. This entails the assessment of different systems in Artificial Intelligence (AI), Blockchain, Big Data collection and analytics, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in latest technologies and apply it to assess the development in cybersecurity; • Comprehend the industry practices in cybersecurity and apply the best practices to conduct a detailed assessment on cybercrime management standards, guidelines and procedures as well as the implementation and governance of these activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse 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; • Identify specific vulnerabilities and provide detailed instructions to mitigate or eliminate each risk; • Execute cybersecurity 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; • Design and implement “cyber defence” independent review of security measures and performance; assess and identify opportunities to strengthen enterprise security. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct a comprehensive cyber risk assessment for the bank and distil the findings into a concise summary for the audit committee and management team which can drive a risk based cyber-security audit plan; • Evaluate the full cybersecurity framework; compare current state against framework characteristics where the bank is aiming at, and the expected cybersecurity practices across the banking industry; • Report deficiency and shortcomings of existing systems honestly based on cyber risk assessment exercises; accept constructive feedback and seek improvement measures proactively.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Following the bank’s standard procedures to conduct comprehensive audit to assess cybersecurity effectiveness of the bank regularly and submit reports to management team for improvement and future audit planning.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Formulate IT application policy
2. Code	109376L6
3. Range	Formulating, analysing, and developing IT solutions or applications policies to cater the needs of the bank. This refers to all policies related to IT applications on customer service delivery and internal operations support.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the bank’s business strategies and clients’ demand on banking services by evaluating future trends in customer behavioural patterns and future development on IT applications; • Possess knowledge in technological development in the banking industry and apply it to anticipate the future requirements of clients in the bank’s technological systems based on incomplete information; • Comprehend the IT systems structure of the bank and based on that to analyse the technological needs of the bank (e.g. database technology, system engineering, and telecommunications) in satisfying the bank’s business strategies and needs of clients of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consult with different business departments, including product development team, to ensure that the strategies can meet the features requirements of different products and services; • Consult with different business departments, including product development team, to ensure that the strategies can be met by technology applications and services provided by the bank; • Conduct research to keep updated with the trends in IT development in order to design better services to customers; • Formulate IT applications strategies which can cover different areas of customer services based on technological readiness, skills of IT personnel and needs of customers. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Benchmark with local and overseas banks to ensure the IT systems of the bank can keep up with the industry standards; • Formulate strategies in improving IT systems and make effort to ensure the strategies are coherent and supportive to the bank’s value, belief, strategic plan and changing business needs; • Implement clear security policies on IT applications to ensure the bank remains protected and is in line with the bank’s risk appetite and regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of IT development strategies based on critical analysis on the bank’s strategies, customers’ needs and future development of IT; • Production and update of different types of IT applications which can satisfy the bank’s strategies and customer’s requirements in products and services delivery.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Identify and analyse technology needs of the bank
2. Code	109377L5
3. Range	Analysing needs in technological development of the bank. This applies to technological development in different operations and processes of the bank.
4. Level	5
5. Credit	4
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the development trend of the banking industry and apply the knowledge to analyse the strategic directions of the bank and identify technological needs underpin the future development; • Understand the business strategies of the bank and based on that to consult different users (e.g. trade finance, SME banking, capital market experts, and other supporting units, etc.) in the bank regarding their technical needs. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse changing business environment and identify needs in upgrading the IT systems; • 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; • Prioritize needs in technology development or acquisition based on the bank's strategies in business development; • Review the plan on business development of different functions and determine the urgency in introducing technological improvements; • Conduct costs and benefits analysis on different proposed solutions and evaluate the possibilities of alternative solutions. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Strive for excellence in identifying and analysing needs in IT development of the bank, always work at full capacity to continuously improve the overall effectiveness of the bank's technological environment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.; • Prioritization of different technological needs after analysing the importance to the bank's development, costs, benefits and feasibility of other alternatives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Perform system development and engineering
2. Code	109378L5
3. Range	Development of rollout plan of new IT systems. This applies to the development and engineering work on ordinary IT systems and other financial technology systems.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the involvement and impact in the system rollout and conduct review to ensure involved technical personnel and users understand the impact of the new systems; • Understand the mechanism of feedback management and apply the knowledge to review feedback from each party and stakeholders, identify their potential resistance, and change requests in the rollout plan; • Understand current market trends in IT development for potential adoption in the bank (e.g. Agile, devops, etc.). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Coordinate the tasks between the service provider, suppliers and the internal and external business partners to plan and deliver the rollout (e.g. card merchants, regulators, etc.); • Establish change and rollout management plan specifying process, schedule, responsible parties and action steps, etc. in bringing in the new changes; • Plan and test system rollout, manage testing of functional and non-functional requirements; and deliver associated documentation; • Develop verification and revamped rollout plan to ensure the involved systems run smoothly after the rollout; • Relate compatible software components and required visible properties of those components to compute or programme systems in use for providing professional operation environment to users; • Develop different types of IT architectures (e.g. application software, data, network, security) to meet the business strategy and needs of the bank according to technology needs analysis; • Apply different ways of working to efficiently implement new IT development and systems, including Agile, devops approaches. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design and provide necessary infrastructure to support the users in adopting the changes or the new systems; • Manage the implementation of the rollout process, fixing problem in a prompt manner to minimize disruption of operations; • Adjust the system appropriately after carrying out evaluation study in conjunction with related business and operation units to assess effectiveness of the system.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of plan on rollout management in IT systems. The plan should be based on analysis on the nature and extent of changes, profiles of stakeholders, anticipated resistance etc.;

	<ul style="list-style-type: none">• Monitoring of the rollout processes and carrying out problem solving during the course in a swift and effective manner.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Employ technological tools and solutions from technology service providers for system and financial technology development
2. Code	109379L5
3. Range	Procurement of technological tools, both software and hardware, from outside vendors. This applies to procurement of different kinds of tools for system and financial technology development.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the technological environment of the financial services industry and apply the knowledge to analyse benefits of acquiring external service providers and the corresponding risks; • Demonstrate knowledge in internal rules and regulations by applying it to establish policies and guidelines on acquisition of technological tools and solutions from technology service providers; • Understand existing and potential stance on use of cloud, outsourcing, partnerships and application to bank use of these external services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Decide acquisition of technology and financial technology infrastructure and solutions including open source software from technology service providers after analysing needs of the bank, services of different vendors and cost effectiveness of different alternatives; • Evaluate the cost effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives including in-house development; • Establish security standards to be exercised over bank's data entrusted to other organization based on analysis on potential security threats; • Formulate the business terms on which data will be dispatched and accepted, including responsibilities for loss, delay or error; • Establish service level agreement to ensure timely service of technology service providers through sourcing, communicating and negotiating with service providers. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Negotiate with technology service providers in formulating the best solutions for the bank's users; • Monitor due diligence and performance of technology service providers to ensure that standards and service level specified in the service agreement are being met; • Monitor cooperative relationship with technology service providers (e.g. handling and reviewing contracts of the technological facilities, etc.); • Decide the rights for bank's IT security or authorized independent third parties to undertake IT security reviews of supplier systems and facilities.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of guidelines on acquiring services from external vendors based on the analysis on the benefits and risks; • 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; • Fulfilment of user requirements based on the monitoring of performance of the service providers.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Oversee implementation of new IT systems
2. Code	109380L5
3. Range	Supervision of the implementation of newly developed systems. This applies to implementation of major technology systems which will be applied throughout a particular business area.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the plan on implementing technological changes and apply the knowledge to evaluate the implementation plan in order to identify deviances in the process of installation, delivery or decommission of technological applications or other changes in system; • Demonstrate understanding of the change requirements derived from the installation of new IT systems by applying the knowledge to conduct stakeholder analysis and develop the change management plan. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor the implementation process and identify any deviance from the stated plan; • Check whether new applications are compatible with existing systems and complete system integration; • Identify potential problems; fix the bugs or problems occurred as a result of the introduction of new software or systems; • Develop tools and execute procedures related to release and deployment controls; • Coordinate related business and operation units to carry out field tests for new applications. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with related parties on serious IT security control weaknesses identified prior to implementation of new IT systems; • Conduct post-implementation review for applications in use and make improvement recommendations to relevant parties.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring of the implementation of new IT systems. The implementation should be following the stated plans and appropriate actions are taken to solve problems encountered during the implementation process.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Conduct IT and financial technology system evaluation
2. Code	109381L5
3. Range	Evaluation of the performance of different technology systems. This applies to different kinds of evaluation and all technology systems adopted by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the process of system evaluation and apply the knowledge to design comprehensive evaluation plans which covers different aspects of existing IT and financial technology systems to have a comprehensive understanding of their performance; • Possess knowledge on the features and functions of IT and financial technology systems and based on that to oversee all technological applications, hence, to ensure conformance with programming standards. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consult different users to obtain opinions and feedbacks of systems in use; • Analyse results of system evaluations and identify gaps in existing systems; • Conduct research and estimate the future technological needs of the bank in order to identify improvement needs. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate effectiveness in achieving objectives in environmental / corporate responsibility while conducting IT and financial technology system evaluation; • Keep updated on the latest technological development and evaluate the needs to bring in new features into the bank when necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting evaluation on existing systems. The evaluation should be based on analysis on different sources of data and cover different perspectives of system performance; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Select vendor and manage vendor performance
2. Code	109382L5
3. Range	Selection and management of vendor performance in Procurement of technological systems, tools and related services. This applies to procurement of different kinds of tools and services for system development and maintenance.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the values of the bank and apply the knowledge to develop vendor selection strategies which help identify suitable vendors whose services are in alignment with the bank's principles; • Possess knowledge in the bank's vendor services procurement policies and based on that to analyse benefits of acquiring external service providers and the corresponding risks in order to make the decision. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish guidelines and selection criteria on acquisition of technological services and solutions from technology service providers; • Measure potential security threats over bank's data entrusted to external service providers against the established security standards in order to identify an appropriate vendor; • Decide acquisition of technology infrastructure and solutions from technology service providers after analysing services quality of different vendors and cost-effectiveness of different alternatives; • Establish pricing and terms which are comparable with service providers of the market under required service level agreement; • Evaluate the cost-effectiveness of purchasing solutions from external vendors after comparing the pros and cons of different alternatives; • Monitor due diligence on the products or services provided by the vendors and measure their performance based on the establish service level agreement to ensure timely service. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Negotiate with technology service providers in formulating the best solutions for the bank's users; • Monitor cooperative relationship with technology service providers (e.g. handling and reviewing contracts of the technological facilities, etc.); • Assign internal responsible parties or authorized independent third parties to undertake IT security reviews of suppliers' products, systems and facilities; communicate with them on identified IT security control weaknesses.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision on guidelines on acquiring services from external vendors based on the analysis on the benefits and risks; • 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; • Monitoring performance of service providers and conducting regular review to ensure

	user requirements are fully met.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Provide training and facilitation on using IT applications and systems for internal and external users
2. Code	109383L4
3. Range	Providing guidelines and training regarding the proper use of IT applications and systems. This applies to different learning activities in using IT applications and systems.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the learning needs and their training requirements in IT applications and systems and apply the knowledge to establish training standards, procedures and training solutions requirements to assure the training offered is appropriate; • Understand the functions and operation procedures of new technology systems in order to design suitable training activities and writing appropriate guidelines; • 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. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify the targeted trainees and based on their unique requirements to plan for the training, conduct induction activities and design instruction materials for them; • Provide advice concerning application of technology to different groups of users based on their operational flow; • Prepare and plan application training programmes for the bank to promote their knowledge and enhance their skills with IT applications and systems. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate guidelines for proper use of IT applications and systems; including guidelines on the change management process to facilitate the adoption of new technological applications; • Plan and conduct training according to the bank’s policies and procedures, industry best practices, local and international standards, and laws as well as regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of the abilities to plan and conduct IT application training for different user groups of the bank; • Provision of training, briefing and/or instruction materials for use of new software or systems. The design of materials is tailored to the knowledge level and profiles of different users.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.3 Applications Design, Development and Maintenance)

1. Title	Carry out maintenance on IT systems
2. Code	109384L4
3. Range	Carrying out maintenance on different technology systems. This applies to regular check-up, execution of simple repair and problem shooting on the systems.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the procedures in checking technology systems in order to carry out regular check-up independently; • Understand the operation manual and mechanics of the technology systems in order to conduct simple repair and problem shooting independently. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct checking on the operations of the technology systems to identify whether user requirements have been fulfilled; • Carry out programme version controls and audit trails to ensure the IT systems are running smoothly. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct repair, modification and maintenance of the system according to the instructions in the operation manual; • Report to relevant parties or service providers to perform debugging or repairing activities when encountering complex problems.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting regular check-up on technology systems to ensure fulfilment of users requirements according to stated plan or request of users; • Provision of repair and maintenance services for keeping systems in good condition according to stated plan or request of users; • Reporting cases to relevant parties for complex problems which are not covered by the standard operations manual.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.4 IT Operations and Support)

1. Title	Formulate policies in IT operations and support services
2. Code	109385L6
3. Range	Design, development, evaluation and review of the IT operations and support policies, procedures, and service level within the bank or for clients. This applies to policies related to both IT systems and financial technology systems.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the knowledge in IT operations, support, and administration functions and apply it to identify the processes and tasks required in IT operations and support services; • Understand the needs of business and operations units and based on that to identify the requirements of different users, stakeholders, and other operations partners. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Specify the processes and tasks necessary for IT operations and support services, in accordance with standard guidelines and policies of the bank; • Forecast capacity and usage trends of technology services and ensure services can scale up to manage business volume and requirements; • Design and develop the IT operations and support policies of the bank, based on the task and process in the bank's operation, taking into consideration of stakeholders and users' requirements; • Establish the policies and obtain endorsement from stakeholders where appropriate. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor and review the performance of the IT operations and support services according to industry standard; • Proactively enhance each IT operations and support processes on an on-going basis to improve performances; • Collect and review feedback from users and stakeholders regularly to ensure the IT operation and support service level is continuously meeting the bank's business and operations mission.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design, development, evaluation and review of the IT operations and support policies, procedures, and service level that support the banks' business and operations missions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Manage daily operations of IT systems
2. Code	109386L5
3. Range	Operation and administration of the IT systems according to a set of work instructions, procedures and service requests for the bank. This applies to the management of IT and financial technology systems' operations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the functions and features of different IT and financial technology systems and apply the knowledge to analyse the instructions, procedures and service requests for the operation and administration of them; • Be familiar with the service standards of different IT systems and apply the knowledge to evaluate the performance requirements set out in the service level agreement of the bank in order to review the operational requirements of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Manage operating and administrative tasks according to the specified work instructions and procedures in order to ensure they can meet the service requests; • Provide storage and backup services as stated in the IT policies and resolve related enquiries; • Monitor and provide system statistics report on IT systems' availability and performance; • Report to management for problems or exceptions during operation by providing relevant information to facilitate their understanding. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the operating and administrative tasks of the IT systems in a most effective and efficient manner, meeting or exceeding the service level agreement, if any; • Report problems to relevant parties and coordinate recovery of service during incident to maximize system availability and reduce reputational and operational impact to the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of operational and administrative services on the bank's IT systems with pre-defined procedures and instructions to enable operations of the bank's IT systems under service level requirements; • Monitoring of service delivery to ensure fulfilment of requests on the bank's IT systems and to the satisfaction of the parties who make the requests; • Reporting of incidents to management or relevant parties by extracting and presenting relevant information to facilitate their understanding.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.4 IT Operations and Support)

1. Title	Design and implement disaster recovery plan
2. Code	109387L5
3. Range	Defining processes and procedures for disaster recovery for the bank and mitigate risks in IT services. This applies to discovery plans of all IT and financial technology systems.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the common purposes, practices, and industry standard of the disaster recovery processes and apply the knowledge to adopt the principles and best practices in the design of the disaster recovery process of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Specify the processes and tasks necessary for disaster recovery process, in accordance with standard guidelines and policies of the bank; • Design and develop the disaster recovery plan for the IT services of the bank, based on the task and process in the bank’s operation, taking into consideration of stakeholders and users’ requirements; • Monitor and control the progress of implementing the recovery plan; coordinate concerned parties to execute the agreed implementation actions; • Communicate to the concerned parties on any issues that may affect implementation; and collect feedback on disaster recovery plan from users, technical personal, vendors, etc.; • Implement post-go-live maintenance and warranty support; • Implement changes in target operating models post-go-live. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review the potential business impact on critical applications, the capacity of existing systems and the recovery procedures; • Propose appropriate updates to facilities, procedures, and service level agreements; • Arrange periodic testing of disaster recovery plan.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design and implementation of disaster recovery plan that support the bank’s business missions; • Conducting periodically review and testing on the disaster recovery plan to ensure it meets service level agreements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Monitor the service level of IT and financial technology systems
2. Code	109388L5
3. Range	Provision of recovery and operational services to enable continuous operations of the bank's IT systems to meet the bank's industry standards. This applies to the monitoring of the service level of both IT and financial technology systems of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the service standards and different principles of the bank and apply the knowledge to adapt the best practices for IT service continuity and disaster recovery process; • Understand the functions and features of different IT and financial technology systems and apply the knowledge to evaluate the plans for IT service continuity and disaster recovery. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Manage the availability of the systems and network in the disaster recovery site to ensure the recovery processes are able to meet the bank's policies and objectives as well as regulatory requirements; • Activate disaster recovery procedures and maintain IT service continuity at the disaster recovery sites; • Synchronize changes between production and disaster recovery environment; hence to restore the production environment. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate successful disaster recovery actions; to identify improvement areas of the IT system; • Provide periodic disaster recovery tests for business and operations units and ensure the recovery environment is meeting service level agreements established.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design and implementation of disaster recovery plan in a professional manner to meet the bank's established service standards.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Monitor the performance and utilization of IT systems and financial technology systems
2. Code	109389L5
3. Range	Planning, monitoring and controlling the performance and utilization of the IT systems. This refers to the management, coordination and tracking of the bank's IT resources to fulfil the bank's requirements.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the IT service requirements of the bank and apply the knowledge to monitor the day-to-day performance and capacity usage; • Possess the knowledge of the IT resources utilization plans of the bank and apply it to monitor, collect and analyse the usage of each resource on a regular basis to ensure they are optimally used, and all agreed service levels can be achieved. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Plan and oversee the execution of performance and capacity services and review regularly to construct the monitoring plan and process for the IT systems; • Implement the performance and capacity management process to the bank's IT systems and services; including the provision of necessary training to technical personnel; • Plan, monitor and control the request for performance and capacity management services based on the bank's goals, objectives and capacity, while comply with any local and international laws as well as regulatory requirements, if applicable; • Oversee the performance and capacity services; consolidate the information collected from the management processes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate existing performance and service level of IT systems by designing methods of collecting feedback from users and other concerned parties that are crucial to the successful execution of a performance and capacity management process; • Analyse different information collected and provide recommendations on improvement measures regarding the bank's IT performance and capacity management; • Design enhancement measures that match with the users' demand and optimize the use of existing capacity.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring the performance and utilization of different IT systems to ensure meeting of users' requirements; • Recommendations on future improvements. These should be based on analysis of the findings on IT performance and capacity service review.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Monitor change management when implementing new systems or systems updates
2. Code	109390L5
3. Range	Monitoring the change management plan for new and revised technology systems. This applies to implementation of major technology systems which will be applied throughout a particular business area.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the details of new IT systems or systems revision plans and apply the knowledge to analyse the scope of change in order to identify impacts on technology systems and the work of staff in IT departments; • Comprehend the features of the systems changes and based on that to analyze the impact to the work of users, such as utilization rate and applications, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the profiles of affected parties to identify their needs, expectations and resistance; • Consult user departments to outline the actions required from IT department for supporting the change initiatives; • Establish change management plan specifying process, schedule, responsible parties and action steps, etc. in bringing in the new changes; • Design and provide necessary infrastructure to support the users in adopting the changes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the implementation of change management process, fixing problem in a prompt manner to minimize disruption of operations; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of change management plan on the technology systems. The plan is developed based on an analysis of the nature and extent of changes, profiles of stakeholders, anticipated resistance etc.; • Monitoring of the change processes and carrying out problem solving during the course in a swift and effective manner.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Perform incident response management for IT, digital banking and financial technology issues
2. Code	109391L5
3. Range	Management of incidents in IT, digital banking, Artificial Intelligence (AI), Blockchain, Big Data, etc. systems. This applies to different kinds of incidents arising in different types of IT and financial technology systems.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in different technology systems and apply it to detect and identify security incidents; • Master the technical knowhow of technology related incidents analysis and apply the knowledge to review security incidents; • Possess the knowledge in causes identification related to IT issues and apply it to collect necessary data related to the incidents in order to find out the truth and conduct investigation on technology security and root cause analysis. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Direct contingency or recovery plan for minimizing damages of technology security incidents promptly; • Devise response procedures for the incidents in order to formulate general solutions to tackle security issues in the long run; • Oversee the writing of reports on technology security incidents for record and documentation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Respond to any report of security violations and carry out investigation to diagnose the causes in a professional manner; • Conduct post-mortem review and follow up as well as carry out necessary remedial actions to ensure security of the bank systems or databases.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Investigation on security incidents in order to find out the causes. The investigation should be based on the analysis of the data collected; • Recommendation of solutions to contain the damage caused by the incident. These should be based on evaluation on findings from investigation and analysis on information from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management
(Key Function – 6.4 IT Operations and Support)

1. Title	Manage support services of IT and financial technology systems
2. Code	109392L5
3. Range	Provision of support services to facilitate the continuity of operations and quality delivery of different technology systems of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the features and functions of different IT and financial technology systems and based on that to anticipate their usage, nature of frequently seen problems and types of support services required by different users by analysing different sources of information such as functions of different systems, utilization rate, problem logs, user profile, etc.; • Possess the knowledge of users' business and operations and apply it to consult different key stakeholders for the purpose of defining specific user requirements in the support services provided by different technology systems; • Understand market standards for IT support and is able to implement the procedures and processes across the bank (e.g. ITIL). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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; • Develop documentation policies on recording daily operational activities and special incidents; • Formulate policies on deployment of resources to different technological applications; • Formulate policies on scrutinizing performance of different technology systems or infrastructures through carrying out codes, test, debug and installation; • Develop mechanism in managing daily operations of system including backup services and data centre; • Monitor revision or update of systems / programmes and control capacity upgrade plan when necessary. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish processes in evaluating whether performance capabilities of technological applications can meet the stated objectives; • Monitor and review service level fulfilment of different technology infrastructures to ensure user requirements are fully met.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Monitoring of support services to ensure the provision of support services can fulfil its objectives and carry out improvement when necessary.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Provide technology help desk services
2. Code	109393L4
3. Range	Provision of help desk services to different users. This applies to the applications of different types of technology systems throughout the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand help desk policies and procedures in order to implement help desk services to provide suitable assistance tailoring to different types of requests or enquiries; • Understand the help desk database to retrieve archival data and speed up process in answering the enquiries; • Understand scope of services provided to users and be able to align to published service levels agreed with business. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Report on help desk services performance and future improvement initiatives to continually improve services; • Resolve problems and provide advice concerning use of hardware and software systems or infrastructure; • Resolve routine problems by answering enquiries of different users in the bank; • Act as a contact point to direct request to relevant parties (e.g. technology service provider, system analyst, programmer) if further action is required. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take steps to ensure that all related staff members contribute their greatest effort in providing help desk services; • Provide help desk services proactively and follow up with affected parties including users, co-workers, business partners and clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of suitable advice and solutions according to different types of problems encountered by the users.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.4 IT Operations and Support)

1. Title	Provide field support in resolving problems related to the IT and financial technology systems
2. Code	109394L4
3. Range	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. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • 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; • Understand contingency plans, risk management initiatives and relevant tools to ensure prompt and appropriate response and continuity of operations during serious breakdown of system; • Understand systems and applications in use by the bank and how they should be used; • Understand appropriate troubleshooting and problem solving methods. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Investigate system problems by collecting data and evidence from different sources; • Use appropriate testing equipment or software to analyse the scope and effects of the problems; • Formulate solutions for hardware and / or software problems and provide field support services to fix them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recommend solutions and advise users on effect of different alternatives to deal with specific problems about the IT systems of the bank; • Fix application within a reasonable length of time when system is down.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of root causes of the problems by collecting different evidences and following the procedures of the bank; • Provision of advice and solutions to resolve system problems. The solution should be based on accurate analysis of the root causes and coping with the standard procedures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Formulate policies on database management
2. Code	109395L6
3. Range	Establishment of policies to regulate the use of enterprise intelligence systems. This applies to different kinds of database systems of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand possible impact of the policies on major stakeholders and based on that to anticipate potential problems or risks which can threaten the operations of the database systems by analysing archival records, trends and developments in business intelligence systems, etc.; • Understand the demand and expectations of different users and apply the knowledge to evaluate the functions of database and applications for the purpose of developing suitable policies which can monitor and facilitate proper use of the database systems; • Understand existing customer, regulatory and legal requirements on data management and potential risks of data leakage, and apply knowledge to ensure bank policies can cover these external requirements. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish policies or protocol pertaining to database management (e.g. documentation, security, maintenance, usage and storage of data); • Develop control policies on utilization, security and backup by analysing needs and applications of different users; • Formulate policies and guidelines for deploying control according to data classification; • Specify users' access level and design policy to monitor the stated restrictions in users' accessibility to safeguard the data security. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Formulate security policies to safeguard unauthorized access; • Develop guidelines regulating the use of database and communicate clearly on a bank-wide basis.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Design database system for managing enterprise intelligence
2. Code	109396L5
3. Range	Designing database systems for specific functions (e.g. Customer Relationship Management, Enterprise Resource Planning, etc.) identified by the bank. This applies to database system for different kinds of information.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the technical knowhow of different methodologies and systems to collect stakeholders’ useful information and apply them to consult internal users in order to understand their operations and identify their information needs; • Understand essential elements to facilitate an effective system design exercise and apply the knowledge to analyse user requirements in business intelligence, such as customer information, business or transactional information. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess impact brought by the system and design measures to integrate the system with existing operations; • Propose design of database system which can accommodate the requirements of different users; • Source appropriate data analysis application to support the informational needs; • Develop system that can integrate information from different data sources; • Design and maintain database supporting tools, database dictionaries and any recovery or back-up mechanism; • Develop monitoring system to regulate the update of data and ensure that data are of reasonable accuracy. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • Take actions to ensure that the design of database system is easy to maintain and expandable (i.e. scalable).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing database systems and supporting tools to manage data possessed by the bank. The design should be based on a thorough analysis on user requirements and business operations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Plan for data collection and data management to build enterprise intelligence systems
2. Code	109397L5
3. Range	Designing plans to collect and manage relevant data for the purpose of building intelligence systems. This applies to any kinds of intelligence systems of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the requirements of the enterprise intelligence systems and based on the knowledge to identify kinds of data that can fulfil user requirements and are useful for the bank’s day to day operation and business development; • Understand the key elements of building enterprise intelligence systems including the needs of internal users; and apply the knowledge to determine the quality, depth and breadth of the data content in the planning process. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design methodologies, work plans, procedures and tools in collecting and consolidating relevant data for the intelligence systems; • Supervise the whole process on data collection and make adjustment when necessary; • Coordinate with different business and operation units on keeping data confidentiality during data collection process; • Set up and implement a mechanism for data management and backup. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design mechanism in overseeing and verifying data input to ensure data integrity and availability; • Take actions to ensure quality, depth and breadth of the data can match with the needs of the internal users.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Monitoring of the data collection and management process and make necessary adjustment to fulfilment of stated objectives and data integrity.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Develop data analysis programmes in enterprise intelligence systems
2. Code	109398L5
3. Range	Developing programmes to assist data analysis in individual intelligence system. This covers all kinds of data analysis programmes of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of the concepts and methodologies of collecting views from key stakeholders and liaise with product development and sales team to analyse types of data application required by different users; • Possess comprehensive knowledge of the key components of an effective data analysis programmes (e.g. sources of data, data screening approaches, data clustering, data analysis methodologies, etc.) and based on that to develop the programmes. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop coding to automate calculation of necessary statistical analysis in intelligence system; • 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; • Design output format which can cater to the different needs and purposes of users. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design data analysis programmes in consideration of artificial intelligence (AI) and machine learning element; • Cooperate with analysts to develop or identify suitable analysis models and maintain model reliability by periodic fine-tuning; • Cooperate with different users to review application of the system to ensure effectiveness and user-friendliness of the function.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing data analysis programmes by identifying different features for data analysis and reporting them to facilitate the analysis and application of stored data. The measures should be based on analysis on users' requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Oversee and manage the operations of enterprise intelligence systems
2. Code	109399L5
3. Range	Managing the usage of database to facilitate a smooth flow of enterprise intelligence systems. This applies to database systems for different kinds of information.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the objectives, functions and operations of different intelligence systems used by the bank in order to answer different kinds of enquiries or problems encountered by users; • Understand different applications of intelligence systems in order to identify the requirements and common problems of different users. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide database support services to different user departments to ensure their smooth applications; • Offer advices or resolve problems in using database by understanding the concerns of users and offering accurate information; • Answer enquiries regarding the use of database and develop user guide by identifying the root causes of the problems; • Monitor operations of the system and identify any abnormal issues or potential risk. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Carry out regular check and maintenance to ensure proper functioning of the systems; • Perform analysis to test application of database and make necessary modifications to correct errors or enhance the system; • Monitor the use of database and oversee whether there is any misuse or illegal access.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Monitoring of the operations of intelligence systems to identify potential problems. Suitable actions are carried out in order to ensure the smooth operations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Construct and implement Big Data Analytics and Information Management System
2. Code	109400L5
3. Range	Building and implementing systems to 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 angle, hence to provide useful information for the bank to make business decisions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the development trend of Big Data Analytics and carry out relevant technology architecture consulting approaches including information delivery, analytics and business intelligence based on data collected from different sources to design Big Data Analytics and Information Management System; • Master big data technologies and use them effectively in the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Design and implement data ingestion techniques for real time and batch processes for video, voice, weblog, sensor, machine and social media into the bank’s data bank; • Formulate and implement strategies, architectures, ingestion, storage, consumption and delivery processes for complex, large volume, multi-variation, batch and real time data sets used for modelling, data mining, and research purposes; • Transform numbers and statistics into actionable information for bank management to predict, plan and adapt their strategies to meet business challenges; • Design and implement reporting and visualization for unstructured and structured data sets; • Design and develop data cleansing routines utilizing typical data quality functions involving standardization, transformation, rationalization, linking and matching; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Report data findings creatively in a variety of interest arousing formats that appropriately provides insights to the bank; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of strategies and architectures for large volume of data sets used for analysis and report insightful findings for the bank’s business decision making; • Implementation of Big Data Analytics and Information Management System which can provide insights to the bank and safeguard the data security.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Apply intelligence and database systems during daily work
2. Code	109401L4
3. Range	Utilization of intelligence and database systems to help make decisions in daily operation to meet the bank's business goals and objectives. This applies to all kinds of database systems used in the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge on the bank's intelligence and database systems and apply appropriate methods and techniques on the daily work; • Understand the IT tools available in relation to the bank's intelligence and database systems and use them properly on relevant work areas. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Make use of the appropriate methods and techniques of the intelligence and database systems and apply to daily work tasks within the bank; • Select and apply appropriate and available IT tools to facilitate the bank's daily operation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Apply appropriate IT tools, intelligence and database systems to daily work in the most effective and efficient manner; • Manage the application of the intelligence and database systems to enhance effectiveness and efficiency in the bank's daily operation in order to achieve the bank's business objectives.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Application of the bank's intelligence and database systems in order to complete the daily work tasks and eventually achieve the bank's business objectives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 6. Technology Management

(Key Function – 6.5 Enterprise Intelligence)

1. Title	Execute Big Data Analytics administration
2. Code	109402L4
3. Range	Coordination 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. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess consumer infrastructure knowledge and emerging technologies (e.g. Stream analytics, Machine Learning tools and products) to instil changes on consumer experience; • Understand characteristics and key factors of effective technological change; and to evolve the current state architecture together with other technology partners to execute next generation technologies which are built on the Big Data Analytics platform of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Interact with various technical and development teams to lead and vet infrastructure designs and implementation across technology partners' technical teams and with business users; • Partner with industry vendors that provide technology or user experience design components that support the bank's Big Data architecture; • Build, maintain and enhance infrastructure environment supporting tools for the bank's Big Data capabilities; • Manage Big Data analysis environment and perform setup, administration, and monitoring tasks; • Install and configure software updates and deploy application code releases to production and non-production environments. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Be eager to identify opportunities to increase the bank's development velocity and learning; • Perform analysis and provide input to support capacity planning and solution design decision hence to utilize the bank's capacity to a greater extent; • Help data analytics teams and users to design, develop and deploy new analytics solutions for higher efficiency; • Embark on a strategic initiative to take advantage of innovation in data and advanced analytic technologies to enable a visionary-driven business strategy.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Working 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; • Provision of technical support to analytics teams and users to develop and deploy new analytics solutions effectively.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Project the future trends in market development to predict client needs for the bank
2. Code	109403L7
3. Range	Project future market trends of the banking industry by employing different types of research methods. This applies to research of different scale and conducted for all types of business development of the bank.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Master different advanced research skills (both qualitative and quantitative) to develop original research to obtain information from different areas of banking; • Demonstrate comprehensive and specialized knowledge in Corporate and Commercial banking to identify new business opportunities (e.g. RMB businesses); • Identify the latest development trends and develop new policies which can bring new business; • Comprehend the conceptual models on banking development to evaluate critically the involvement of the banking industry in order to construct a framework for projecting the future development. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on environmental factors (e.g. political, economic, social, technological) that influence the banking industry, analyse their changes and estimate the impacts made to the bank's business; • Analyse changes in market development, identify interrelationship and development trends of different variables in order to predict the economic environment in short, medium and long term; • Conduct analyses to investigate changes in customer profiles (e.g. demographics, income, lifestyles) in the global, regional and local arena and predict the future demand in banking services; • Compare performance of different products in order to identify the revenue generating distribution pattern of the bank; • Analyse the most profitable areas of the bank to propose strategies to best utilize the strengths of the bank; • Evaluate critically the findings from different researches in order to project the future development of the various factors (e.g. political, economic, social and technological development) affecting the banking industry. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Project the future challenge and opportunities of the banking industry and provide insights about its impacts on the bank; • Provide original ideas on how a bank should respond to the identified trends in terms of a bank's businesses and operations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of analysis about the future development of the banking industry in order to develop strategy for the bank. This should be based on critical evaluation of the complex environment faced by the banking industry and make projection based on synthesizing information from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Develop research strategies to generate insights on business and marketing strategies development
2. Code	109404L6
3. Range	Conducting consumer research to identify customer's needs. This applies to all types of consumer research employing different kinds of methodologies and studying different segments of customers.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in consumer research by applying it to develop suitable research programmes to collect information accurately from customers; • Possess knowledge in economics and banking business and apply it to evaluate critically the macro-economic environment, development of the banking industry and the dynamics of these two factors (e.g. RMB businesses) with a bank's customer portfolio to develop a suitable framework for the research project. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify clearly the objective and scope of the research and evaluate the resources required for successful delivery of the research project; • Conduct research to identify factors affecting customers' demand (e.g. political, economic, social or technological development) on banking services; • Develop underlying assumptions on the research framework and based on that to analyse the behavioural patterns of customers; • Develop research questions and hypotheses as well as identifying variables to be studied / controlled in the research and define the relationship between different variables so as to determine the scope on the research project; • Develop appropriate research format (e.g. experiment, mystery shopping, brand equity research, etc.) which produces most effective results; • Develop analysis framework of the research to facilitate the interpretation of data collected. <p>6.3 Professional Behaviour and Attitudes Be able to:</p> <ul style="list-style-type: none"> • Consolidate and integrate data collected from different sources in order to identify trends of different factors measured; • Conduct complex analyses to identify relationship among different variables; • Conduct critical evaluation on the analysis results and provide projection of customers' demands; hence to translate research results into actionable items.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of research framework for studying customers' needs and behaviour. The research framework should be based on critical evaluation on the macro environment faced by the bank and behavioural pattern of existing customers; • Projection of customers' demand by consolidating research findings across a wide range of areas and conducting critical evaluation on results obtained from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Formulate business level competitor analysis
2. Code	109405L6
3. Range	Conducting competitor analysis. This involves using various kinds of methodologies to study competitors' actions on different business areas.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in research by applying it to develop suitable research programmes to collect information on competitors; • Possess knowledge in the competitive environment of the banking industry and apply it to evaluate critically the macro-economic environment, the development of banking industry and the outlook of the competitive landscape to develop a suitable framework for the competitor analysis project. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct evaluation on the latest development in the products or services in the banking industry in order to identify the information needs for developing competitive business strategy of the bank; • Evaluate critically the future direction and business strategy of the bank in order to define the purpose and scope of the competitor research; • Identify data / variables for investigation and develop appropriate research design (e.g. experiment, mystery shopping, brand equity research, etc.). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consolidate competitors' information in a meaningful and systematic manner and develop analysis logic; • Analyse information collected to identify best practices in the market and where the bank positions at; • Assess the implications to the bank based on the analysis and provide recommendation on bank's competition strategies in different aspects.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of research framework for studying competitors' behaviours. The research framework should be based on the critical evaluation on the macro-environment of the banking industry and the strategies of the bank; • Formulation of strategic direction of the bank by conducting critical evaluation on the market trends and business initiatives of competitors.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Develop knowledge systems for enterprise banking business
2. Code	109406L5
3. Range	Designing knowledge systems to manage different kinds of information for different business functions of enterprise banking. This applies to systems of both frontline and supporting functions
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of knowledge management and apply it to analyse market information required by enterprise banking to customize design of the knowledge management systems which help retain different kinds of data; • Demonstrate knowledge in designing knowledge systems by applying it to evaluate common practices in managing market knowledge and select an appropriate approach for a bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop intelligence management systems to store research findings and market information including data related to corporate clients such as transaction history, stability rate sensitivity, external rating and etc. • Design report or presentation templates to store and display research information in a way that suit the different business needs such as marketing, product development, selling etc.; • Project the future information needs of different business functions and how it can be retrieved. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design policies and processes for using the knowledge management systems to ensure data is used in a proper manner; • Develop tracking mechanism for monitoring the use of the system and set up maintenance plan.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of market knowledge systems and policies which can facilitate the record, organize and retrieve of related information in a convenient and efficient way. The design should be based on analysis on the needs of users.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Develop client segmentation, identify clients' needs in products and services
2. Code	109407L5
3. Range	Categorization of the bank's clients into different segments according to their demographic information, psychological variables, practicing industry, professions, financial needs, products and services preference, portfolio size, etc. This applies to all enterprise banking clients of different industries ranging from SME to large conglomerates.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess an in-depth knowledge in the common practices of client categorization and summarize major factors affecting demands on enterprise banking products and services; • Demonstrate expertise in client segmentation by applying the knowledge to evaluate the characteristics associated with different clients and the interrelationships among each factor. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Differentiate the specific needs and preference on products and services of clients with different background; • Utilize market intelligence solicited to identify client needs vs. product features match; • Categorize clients into different groups after comparing different proposed segmentation; • Identify features on potential products and services required by current and new client segments by using specialized analysis; • Construct client profiles to display all the critical characteristics of different segments. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct data mining exercise to identify potential client segments for new business opportunities with an aim to enhance customer experience.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishing sound and meaningful client 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 client information which can facilitate product development and marketing.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Implement market research project to execute and monitor data collection process
2. Code	109408L4
3. Range	Implementation of different kinds of market research projects. This applies to research projects of different scales and using different methodology.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in research by applying it to set the research framework; • Demonstrate proficient knowledge in the subject areas by applying it to develop implementation plan of the research project. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review research project proposal to identify activities to be carried out to collect the required data; • Design data collection tools / templates to facilitate data collection process and to ensure data integrity; • Develop operational details of the data collection process (e.g. sampling method, sample size, data collection period / location, etc.) and develop templates for recording data collected; • Identify resources required to carry out data collection and define roles of different parties clearly; • Examine research project plan to understand the research question and data collection methodology in order to monitor the data collection process; • Oversee data collection process and carry out remedial actions when necessary in order to ensure smooth running of the process; <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Report any incidents and deviations during data collection process to appropriate parties and record any impacts on data integrity; • Conduct market research projects in a specific, measurable, achievable, reliable and timely manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of operational plan to specify activities to be conducted, roles and responsibilities, required resources and time schedule of the research project; • Monitoring of data collection process to ensure compliance to the operational plan and carrying out suitable remedial action in case of unexpected incidents.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.1 Market Research and Business Intelligence)

1. Title	Operate knowledge management systems to record and maintain the market information
2. Code	109409L4
3. Range	Operating 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. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the functions of various knowledge management systems in order to operate the systems independently; • Understand the objectives of each individual research so as to capture the knowledge and record the data in an appropriate way. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Record information about competitor activities and market conditions according to instructions, data types and applications of the information, etc.; • Organize and document research on competitive threats and related industry news according to the bank's practices; • Organize, manage and update the different files to ensure useful information for product design team such as customer requirements. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Retain past recommendations and purchase records for monitoring the implementation of recommended actions and reviewing suitability of new product proposal regularly; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Recording information of different kinds and from different sources in database systems accurately according to the instructions, data types and applications of the information; • Retrieval of information from database systems according to the needs of the specific projects / operations / users.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.2 Product Portfolio Management)

1. Title	Develop positioning strategy for the bank
2. Code	109410L7
3. Range	Formulation of the overall positioning strategy of the bank. This applies to different business areas of the bank and across different segments of customers.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the knowledge in strategy management and apply it to identify and analyze factors affecting business development of enterprise banking sector to anticipate upcoming market trends; • Demonstrate business sense by applying the knowledge to evaluate how the anticipated market trends would affect the bank’s business, identify areas for attention and decide how the bank should change and adapt to the environment; • Possess the knowledge in the banking business competitive landscape and apply it to conduct a comprehensive analysis on the bank and its competitors in terms of market share, customer base, products offerings, business models, strengths and weaknesses in the specific product or service area. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Compare the needs of customers against the existing products and services in the market in order to identify the gap in product provision; • Analyse the product offerings and marketing strategies of competitors and identify the differentiations / unique competitive edge of the bank’s products; • Analyse the unmet needs in the corporate and commercial banking sectors and identify the market and business areas where the bank can operate in optimal efficiency. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct comprehensive analysis on the existing performance of the bank in order to identify the comparative advantage and disadvantage of the bank; • Develop different alternatives to meet customer’s financial needs and determine the best product solutions which can align with the competitive edge of the bank; • Evaluate the pros and cons of different possible market positions according to the bank’s comparative advantage.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of competitive edge and positioning of the bank. This should be based on analyses and research findings across different areas such as macro environment of banking industries, customers’ demand, competitors’ analysis and the bank’s existing performance, etc.; • Formulation of the positioning strategies of the whole bank. These should be based on analyses and research findings across different areas such as the macro environment of banking industries, customers’ demand, competitors’ analysis and the bank’s existing performance, business appetite and its capability to take risks.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.2 Product Portfolio Management)

1. Title	Formulate product strategies and proposition for different products
2. Code	109411L6
3. Range	Formulation of product strategies to specify the selling plan (product features, distribution channels, pricing and promotion) of products. This applies to sales of different products across various customer segments and geographical locations.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in product development in order to develop appropriate product strategies for the bank; • Demonstrate knowledge in product sales strategy development by applying it to conduct research to identify the development trends of factors affecting the customers demand (e.g. customer profile, macroeconomic conditions, etc.) in order to anticipate the market demand for the products. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Determine the value proposition of the product, target client segment and pricing strategy; • Determine the distribution channels of different products hence to utilize an effective means for proper product delivery; • Conduct marketing research to identify customer’s perception on the products; • Analyse features of the products and compare with similar offerings in the market in order to determine the unique selling points; • Conduct research to identify the customer characteristics of different segments in order to develop a suitable approach. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate different methodologies and performance indicators for managing life cycle of the products in order to design an appropriate approach in accordance with the nature, scale and complexity level of the bank’s activities; • Conduct cost / return analysis of the products and update the product strategies if necessary; • Keep updated with changes in customer profiles and competitors’ strategies in order to adapt the product strategies to the market environment; • Analyse the bank’s strategies on overall businesses and other products in order to determine a product position which is aligned with the overall image of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of sales strategy of different products to specify the position of the products and priority in different markets. This should be based on consolidated findings of researches across different areas such as the macro environment of the banking industry, the bank’s strategies, customer profiles, competitors’ analysis, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.2 Product Portfolio Management)

1. Title	Develop customer segmentation strategies for the bank and driving product-set matching / mapping
2. Code	109412L6
3. Range	Development of strategies which segment customers into different meaningful groupings. This applies to customers for different enterprise banking products and services of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in consumer research and market segmentation hence to implement segmentation initiatives on enterprise customers; • Possess expertise in customer classification and apply the knowledge to Identify critical customer profile information for the purpose of providing useful data for customer segmentation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Consolidate and evaluate data on customers' profile in order to differentiate specific needs and preferences on products and services of different segments for identifying new business opportunities; • Determine criteria (e.g. demographic, geographic, psychographic, behavioural, industry etc.) for categorizing enterprise clients with similar needs and wants into the same group; • Develop segmentation model and take necessary actions to ensure it is in alignment with the business strategies of the bank; • Analyse profiles of enterprise clients and identify variables / characteristics affecting demand on financial products and services; • Analyse customer behaviours and characteristics of different segments to determine their financial needs, buying behaviours and preferred marketing campaign. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse the behaviour of different segments in order to provide inputs for customizing marketing tactics, pricing strategies and retention policies, etc. to each segment; • Estimate the market size for different segments and determine resources to be deployed in developing the market / products; • Prioritize the business strategies of different segments to align with the market potential for each segment, competitive landscape, overall strategies and resources of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Proposal on customer segmentation. This should be based on in-depth analysis on the profiles and behavioural patterns of the customers, as well as the bank's business strategies; • Development of strategies for different customer segments. These should be based on critical evaluation of the profiles of the customers.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.2 Product Portfolio Management)

1. Title	Develop measurement mechanism on ROI to assess effectiveness of investment in product development
2. Code	109413L5
3. Range	Developing measurement indicators and mechanism to calculate the ROI on product development. This applies to products and services of any kind.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess comprehensive financial accounting knowledge and apply it to evaluate different methods in calculating ROI and select a suitable approach after analysing the operations of the bank and specific product development projects. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify suitable performance indicators after analysing the project objectives, product features and development process, etc.; • Design a reliable analytic process to measure ROI since the commencement of product development so as to ensure risk justified investments for the bank; • Design and validate financial assumption and projection (e.g. cost, yield, profitability over time, etc.) of the ROI calculation methods adopted by the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate different business case scenarios to make recommendations on ROI analysis; • Learn from the accuracy of historical approaches and make adjustment to the ROI development methods, especially in the case of emerging markets / products / client segments.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of 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; • Guidelines in interpreting ROI. The guidelines should be based on analysis of different business cases and should be able to provide a standard or reference in analysing the risks and profitability of different development projects.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.2 Product Portfolio Management)

1. Title	Manage the product portfolio of the bank based on product strategies
2. Code	109414L5
3. Range	Management of the product portfolio for particular business areas. This applies to different kinds of products offered by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of product availability in the enterprise banking sector and apply it to analyse thoroughly the product portfolio of the bank; • Demonstrate knowledge of product offering trends in the enterprise banking sector by applying it to design products with different structures to generate return for the bank; • Demonstrate expertise in conducting product review to ensure appropriate risk and reward are under control in product development cycles. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate existing portfolio of products to ensure the product suite has genuine appeal to different clients; • Ensure a variety of compliant wealth structured solutions for clients with an aim of enabling them to inject assets and enjoy financial advantage or succession planning for future generations, or preferably both; • Evaluate the variety and adequacy of long and short term programmes for profitable deposit acquisition and retention; • Identify needs in introducing innovative finance, deposit and investment products to capture new and profitable business for the bank; • Review existing product portfolio to ensure comprehensive product variety is available to cover different needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify needs in new products development or product modifications of any kinds to address the needs and behaviours of priority customer segments; • Widen the bank’s product base for offering more finance, deposit and investment alternatives to clients to satisfy their genuine needs; • Facilitate product development prioritization across the bank and set up the objectives for each product development initiative.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • A product portfolio which can offer adequate options to clients to satisfy their needs. The design should be supported by analysis on financial needs of different target segments, trends in enterprise banking products and the review of existing products provided by the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.2 Product Portfolio Management)

1. Title	Evaluate performance of existing product portfolio
2. Code	109415L5
3. Range	Evaluation of performance of the bank's products. This applies to performance evaluation of different products in enterprise banking by employing different kinds of analysis.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge across different areas of enterprise banking sectors by applying it to manage the product portfolio effectively; • Possess comprehensive knowledge in product development and operation and apply it to evaluate the macro environment of the enterprise banking sector in order to identify the development trends. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the profitability of different product lines by calculating the gross revenue, profit margin, return on investment, etc.; • Conduct analysis on the results of the various performance indicators for different products in order to have a comprehensive understanding on the performance of different products; • Analyse income distribution from different products of the bank in order to maintain a healthy financial status of the bank; • Analyse the cost of on-going products delivery and check against the planned budget to ensure they are within an acceptable level; • Compare performance of different products in order to identify the revenue generating distribution pattern of the bank; • Analyse the most profitable areas of the bank to propose strategies to best utilize the strengths of the bank; • Evaluate existing portfolio of products to ensure the product suites can satisfy the needs of different segments of clients. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide recommendation on improving the product strategies according to the future trends in different business areas of banking services; • Identify methods to improve the overall profitability of the bank's product portfolios and maintain an optimal number of products (e.g. diversification, eliminate redundancies).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluating the performance of existing product portfolios and making recommendation on improving the product strategies of the bank to maximize the revenue. These should be based on the analyses conducted on different areas such as the macro environment, development of the banking industry and the various performance indicators of the bank's products.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.3 Product Development)

1. Title	Establish policies and procedures for product development
2. Code	109416L6
3. Range	Formulation of bank-wide policies and standard procedures on product development. This applies to the development of different kinds of products and for different segments of customers.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate comprehensive and specialized knowledge in product development; • Comprehend the concepts and skills of establishing product development policies and procedures and apply it to establish the end to end product development roadmap with key milestones and checkpoints. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the product proposal and evaluate the features / functions of the proposed products against customers' needs; • Conduct market research to identify unmet needs in the market to ensure there is adequate demand for the proposed products; • Review the cost and benefits analysis and financial projections of the product in order to determine the "go or no go" decision; • Identify the critical key issue to support / decline product development (e.g. market demand, budget); • Align product development procedures with the operational procedures of the bank to ensure they are feasible and complying to internal and external regulatory requirements. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct detailed risk assessment according to the guidelines provided by the risk management unit of the bank to identify potential risk exposure and impacts if assumptions of business models fail; • Design effective controls and remediation for identified risks; • Develop policies and criteria in prioritizing different product development projects with respect to customer needs, costs of development and product profitability; • Conduct regular review on product development policies and procedures; keep updated with relevant regulatory requirements on bank's products and implement changes according to internal and external policies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of product development policies and procedures to ensure the quality of the products developed. These should be based on critical evaluation of customers' needs, business and operational requirements of the bank and market potential of the new products, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Develop profitability projection for new products
2. Code	109417L6
3. Range	Developing business financial projection for the new products with an aim to forecast both tangible and intangible return. This applies to new products of different kinds and for different segments of customers.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the knowledge in measuring returns of products and apply it to conduct comparison on different methods of calculating ROI and select a suitable approach; • Master the details of product performance assessment and apply the knowledge to develop suitable performance indicators for the new products after analysing the business objectives, product features, target customers and development process, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop business assumptions and financial projection (e.g. cost, yield, ROI, profitability over time, cash flow projection and etc.); • Identify factors affecting the ROI and construct various scenario based on research findings on the banking environment and customers preference; • Evaluate different business case scenarios and make recommendations to management; • Evaluate operational feasibility, resources and IT investment requirement associated with the products. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate critically the figures on the ROI analysis and provide suggestion to management about the projected risk and profitability of the products; • Provide recommendations on the resources allocation for development, launching, marketing & etc. of the new products; • Construct a pricing model to determine the pricing of the products in accordance with the project objectives and product strategies; • Assess opportunities and risks associated comprehensively with a specific product with reference to market conditions; • Consider customer behavioural and external environmental changes in the business cases for the coming years.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of profitability forecast of the new products to anticipate the ROI and possible risks to the banks. Justifications of the model and figures employed in the forecasting should be based on critical analyses in ROI calculation, development of the banking industry and customers' preference, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Develop new banking products to meet the needs of different client segments
2. Code	109418L6
3. Range	Development of new enterprise banking products. This applies to the development of different kinds of products for different segments of customers.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise in product development by applying it to conduct research on the latest trend in macro-economic environment and regulatory requirements (e.g. RMB internationalization, China businesses) for developing new products; • Possess specialized technical knowledge regarding the products to be developed in order to come up with an appropriate project design which can maximize returns, minimize risks and satisfy clients' demand; • Master the different techniques in ideas generation in order to provide different alternatives of product options; • Possess effective project management techniques and apply it in the process of new products development. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct appropriate types of research to project future banking needs of enterprise banking clients in order to develop new products and services to fill the product gap or to stay ahead of competitors; • Propose innovative and original ideas for developing new products which are aligned with the overall strategies of the bank; • Analyse clients' requirements from research and outline the product specification and features according to clients' request; • Review the content and mix of existing products when designing products so as to balance the breadth and depth of product offerings; • Design the end-to-end process for a new product with alignment of understanding from all stakeholders and prepare strategy paper for management approval; • Determine the positioning of the products and develop the product specification to fit into the product strategy of the bank. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop technical features of the new product together with relevant stakeholders in the bank to ensure it can satisfy customers' requirements; • Stay close to technology development of the market and grasp market opportunities generated by innovation; • Formulate appropriate product policies / operational procedures / pricing in collaboration with relevant business and operations units to ensure they are in alignment with the requirements of different parties; • Conduct high level operational and technical feasibility studies on hypothesized products to identify issues and gaps in early stage.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of new banking products. The products should have unique features which can satisfy the outstanding needs of customers. The products proposal should

	be supported by researches from different areas. A clear product strategy and positioning paper should be provided for management approval.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Develop functional and process design by employing innovative technology
2. Code	109419L6
3. Range	Development, revision, and implementation of all enhanced enterprise banking functional and process design and their corresponding procedures for the bank. This applies to all functional and processes design related to enterprise banking product development.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in the methodologies of data analytics in work process design and utilize them to identify opportunities to improve efficiencies and / or introduce new prospects for functional and process design; • Comprehend concepts and technical knowhow in process design and apply them to provide centralized support and assistance to enterprise banking service centers and various business and operations units of the bank on a variety of functional and process design issues; • Demonstrate knowledge in process design by applying it to support escalated business and operational tasks, projects and bank-wide process issues. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review and analyse existing functional and process practices and recommend changes to determine best practices and policies; • Develop, revise, and maintain the functional and process design and their corresponding procedures for the bank; • Protect data transfer, storage and privacy according to internal and external policies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop standard reporting mechanisms 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; • Produce functional and process designs that conforms to the bank’s standards and meet regulatory requirements as well as customers’ needs; • Take necessary actions to ensure the measurement data related to process design are processed accurately and precisely; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Adapting to process standards and guidelines while being proactive with process improvement recommendations; • Conducting data analysis and driving rapid experimentation in incremental and breakthrough solutions to enhance the bank’s business models and functional / process design; hence to deliver quality products and services to meet customer needs.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Enterprise Banking Product Development & Brand Marketing
(Key Function – 7.3 Product Development)

1. Title	Define product due diligence process to meet regulatory requirements
2. Code	109420L6
3. Range	Execution of adequate supervision and taking positive steps to monitor product due diligence process executed by the employees are in compliance with regulatory requirements (e.g. Adopt proper selling practices and controls for new or modified products). This applies but not limited to structured deposit, investment products, loans products and other complex products involving capital market transactions.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in product due diligence by applying it to evaluate different concepts and compliance requirements in the subject area’s processes and procedures; • Keep abreast of the latest regulatory requirements in the product due diligence processes and procedures; • Comprehend the fundamental principles of product due diligence and apply it to conduct a detailed assessment of the product risks and features, hence to ensure they should be satisfied with the fairness of the products (i.e. product risks commensurate with its returns); • Possess market, clients and product knowledge and apply them to identify the target market of products and consider customers’ interests with due consideration to relevant factors such as the client objective, risk appetite, expected return / expected costs and expected tenor, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define product due diligence policies and standards as per the Bank’s framework and regulatory requirements; • Define communication framework for product due diligence related information; • Perform regular monitoring of product risk ratings; • Evaluate new product launches and initiatives by performing relevant research and analysis; • Define post product launch and post-sales monitoring to ensure suitability and sales guidelines are followed. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide guidelines to ensure suitability of the bank’s recommendations and make adequate disclosure of product features and risks in the selling process; • Establish guidelines to present benefits, costs, limitations and returns with the risks of the product to potential clients; • Provide adequate training to bank employees on relevant development and changes in policies, procedures and practices, and ensure that information in marketing and product documents is accurate and up to date for proper disclosure to potential clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing and reviewing relevant manual or guideline for of product due diligence; • Reviewing the existing infrastructure and processes for new and on-going product due

	diligence; • Guiding and coordinating new products approval processes.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Establish product development procedures
2. Code	109421L5
3. Range	Design of the internal workflow processes of product development. This applies to the development of enterprise banking products and services of any kind.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess product knowledge and apply it to analyse the common product features in banking industry in order to discern the procedures of developing products with different structures; • Comprehend the product development knowledge and apply it to evaluate product development process in the enterprise banking sector and market response to new products launched so as to identify their implications to the bank’s product development process. • Have an in depth understanding of compliance requirements related to banking products and services and take them as a key consideration to determine product development procedures in accordance to the bank’s operations environment (e.g. provision of the Banking Ordinance, HKMA Supervisory Policy Manual on Competence and Ethical Behaviour, etc.). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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; • Suggest a regular workflow of generating desirable and / or most innovative structured products for product design teams to follow to align with other processes and bank’s resources; • Formulate procedural steering mechanism to govern the different stages and steps of product development cycle for different types of product so as to ensure an effective product development process. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Work with Legal and Compliance units to establish robust product development process and standard operating procedures which can comply to regulatory requirements; • Review the established procedures to ensure the planned development process is in alignment with the bank’s regulations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of product development processes and guidelines. The output should describe clearly the essential steps in product development and how can each of the steps contribute to the development process. The selection of approach should be based on a comprehensive analysis of regulatory requirements, common practices in product development and the bank’s operations, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Develop project plan for new products development
2. Code	109422L5
3. Range	Developing project plan to specify the required activities, resources and risk management measures for new products. This applies to the development of different kinds of enterprise banking products and for different segments of customers.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in project management and product development in order to develop a realistic and comprehensive project plan; • Master the technical knowhow in compiling product development proposal and apply it to specify features of the products to be developed in the proposal, hence to ensure critical components / processes are included in the project plan. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define tasks, steps and phases in the project (e.g. when to start, duration, completion criteria, resources requirement) and roles and responsibilities of different parties; • Outline stakeholders / key participants of the product development project and engage them to obtain their support; • Develop the overall budget plan and scheduling of the project to ensure effective use of resources at the right time; • Take necessary actions to ensure adequate resources in terms of financial, staff and technology are available for the development and launching of the products; • Develop control measures and keep track with the Compliance Unit to ensure the projects are executed in accordance with the plan and achieve the intended objectives; • Follow product governance structure to manage change request and approval during the product development cycle. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design monitoring mechanism and performance metric for overseeing the original baseline, actual performance and forecast to ensure adequate governance of the product development; • Monitor the execution process and identify obstacles to / deviation from the development process and plan for remedial actions; • Provide regular updates and metric reports to the management to inform them the progress of the project.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of project management plan to specify the activities, resources, schedule, roles and risk measurements of developing the products. These should be supported by justification based on analyses on the features and business requirements of the new products; • Monitoring the execution of product development plan and developing appropriate remedial actions to ensure smooth execution of the plan; • Reporting of the project progress to the management by providing reports which contain relevant information to facilitate understanding.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Develop, implement and analyse results of product acceptance test
2. Code	109423L5
3. Range	Designing, implementing product acceptance test and analysing the results for all products before launch. This applies to all types of enterprise banking products for different customer segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test; • Possess specialized knowledge in designing acceptance test for enterprise banking products and use it to assess different types of acceptance tests for the purpose of selecting an appropriate approach for the specific product. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank; • Determine criteria in product approval and make effort to ensure its fulfilment is fully observed; • 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.); • Design procedures in carrying out the tests and the measurement mechanism for each specific test; • Conduct pilot/ soft product launch to test product in both testing and live environment. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Collaborate with Quality Management unit to analyse the results of the product test and find technical solutions to ensure product quality; • Recommend improvement on product features, functions, using process, workflow specifications based on test results; • Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition existing products;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.; • Recommendation on product modifications, if any. The recommendations should be based on analysis of the results of product acceptance tests and provide evidence to demonstrate improvements which the modifications can bring.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Source and manage products and services provided by external vendors
2. Code	109424L5
3. Range	Identifying external vendors for the manufacturing of the bank's products. This applies to products of different kinds and for different segments of customers.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in the bank's business strategies and apply the knowledge to analyse the product development plans of the bank to validate the genuine needs in introducing new products; • Understand the resource and technical requirements in product development and based on that to evaluate the bank's capabilities in developing the targeted products and determine whether sourcing from external vendors is required. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish vendor selection criteria and vendor management policies for external products; • Conduct research on products and services offered by different vendors to source appropriate ones which best satisfy the needs of different targeted customer segments of the bank; • Conduct profitability forecast, cost analysis and risk analysis of the products and services offered by different vendors in order to justify the choice; • Conduct due diligence review on the product supplying vendors according to the bank's internal standards; • Coordinate the communication and negotiation process with vendors to reach agreement on terms and conditions for the contracts; • Liaise with different parties in coordinating the marketing, promotional and sales activities of the products and services, e.g. target segments, pricing, packaging etc. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Show sensitivity towards the implications of joint business venture activities on the bank's image (e.g. social responsibility); • Provide unbiased advice on vendors / product development approaches selection based on an objective evaluation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of suitable vendors for banking products. These should be based on analyses on the product strategies of the bank and the offerings of different vendors; • Binding contracts with vendors specifying the terms and conditions to protect the bank's interests (e.g. pricing, marketing, service delivery).
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Structure product architecture
2. Code	109425L5
3. Range	Designing architecture of a specific new product based on the bank’s product strategies. This applies to the design of new product of any kind for different customer segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s product development strategies and apply it to analyse the positioning and product strategies of the bank and outline their effects on designing the specific products; • Possess specialized knowledge in product design to structure product architecture with an aim to maximize returns and minimize risks. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Construct new product definitions by writing detail descriptions about the developed products; • 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; • Formulate appropriate product policies / procedures / ceilings / tier rates in collaboration with relevant business and operation units; • Liaise with relevant parties internally and externally to prepare required documents in order to obtain approvals on the product design before development. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct final review before launching to ensure packaging and configuration of ready-to-launch products are compiled to product design; • Review technical architecture deliverables throughout the development process to ensure quality and requirement traceability; • Take necessary actions to ensure adherence to quality management plans and standards by regularly participating in quality management review.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Conduct profitability forecast and cost analysis
2. Code	109426L5
3. Range	Conducting profitability forecast and cost analysis for a specific product. This applies to forecast and analysis of enterprise banking products of any kind.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts and knowledge of product analysis and apply them to collect and synthesize different information to estimate the expenditure incurred in developing a specific product; • Possess knowledge in product profit and cost analysis and apply them to review each cost item and ensure they are in line with product development requirements and business needs; • Master the knowledge in product expenditure control and based on it to review the estimated expenditures in each cost item to check whether appropriate costs is negotiated. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Perform profit and loss analysis for the product by conducting sales forecast analysis and estimating cost incurred during the selling process; • Perform appropriate return on investment calculations as part of product evaluation to justify the initiatives of new product development; • Compile a comprehensive report on profitability forecast and cost analysis with detailed calculations and rationale. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop alternative scenarios in development process based on precedence market research, if any, for profitability maximization and / or cost savings analysis; • Assist individual teams to improve costs and profitability of their responsible products by applying the results on profitability forecast and cost analysis.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Design suitable systems and determine appropriate channels for product delivery
2. Code	109427L5
3. Range	Designing delivery systems or mechanisms to deliver products and services in different market segment. This applies to different kinds of enterprise banking products and services.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess product knowledge and familiar with market conditions, hence to analyse the characteristics of the products and market segments in order to determine suitable delivery channel; • Understand the features of different delivery channels and is able to evaluate them objectively for the purpose of selecting a suitable delivery approach for individual product of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the existing delivery channels to evaluate their suitability for the developed product; • Design approaches of product delivery after taking key factors such as product features, promotional messages and target customer segments into consideration; • Take key factors such as product features, promotional messages and target client segments into consideration when designing product delivery channels; • Assess the impact of delivery approaches on the product design and make necessary adjustment; • Work with internal IT team and external system vendors to design non-functional / technical guidance on system changes to facilitate product delivery. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design communication plan to clarify the objectives and requirements of the delivery system with relevant parties involved in the execution of delivery plan; • Consult different parties on the performance of product delivery channels and approaches; and make necessary adjustment on existing plan; • Monitor the delivery to ensure the system can meet the objectives and performance goals as defined in individual product requirements; • Design monitoring mechanisms to measure performance of different delivery channels.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing the 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Determine pricing for the products and services
2. Code	109428L5
3. Range	Development of comprehensive pricing schedules to determine pricing structure for different segments or transaction volume. This applies to enterprise banking products and services of different kinds.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the market environment and apply the knowledge to evaluate different customer segments in order to identify appropriate range of pricing; • Possess product knowledge and is familiar with the competitive environment, hence to be able to evaluate the competitors' products (e.g. marketing strategies, sales, product features) in order to design an appropriate pricing approach. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Consult relevant business units to ensure appropriate pricing policies are adopted; • Improve and reposition pricing when it is necessary for the purpose of increasing competitiveness; • Liaise with actuaries or quantitative analysis specialists of the bank to determine appropriate rates and benefit structure for individual products; • Recommend pricing schedule for different products of the bank based on a detailed analysis on market's acceptability, customer's preference and benchmarking with competitors' products. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate full consideration of all aspects when proposing different pricing options; • Assess precisely and realistically the benefits and costs of each pricing schedule option; • Adopt a full consideration of different factors to strive for a pricing schedule which can add value and synergy for the current business of the bank; • Get consensus of all parties concerned, determine and obtain their approvals for the pricing and communication plans to the market.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Pricing schedules of different products are recommended based on a thorough analysis on market intelligence, customer appetite and expert's advice.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Manage the design and analysis of product acceptance test
2. Code	109429L5
3. Range	Designing product acceptance test and analysing the results for different kinds of product before the launch. This applies to acceptance test of different kinds of enterprise banking products.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise in different kinds of product analysis (e.g. goals, features, target segments) in order to design criteria in product acceptance test; • Possess technical knowledge in designing and reviewing product pre-launching examination, so as to evaluate different types of acceptance test for the purpose of selecting an appropriate approach for the specific product. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Define product quality targets and measurement parameters of the testing based on customer specifications and quality standards of the bank; • Determine criteria in product approval and make effort to ensure its fulfilment is fully observed; • Evaluate the coverage of the acceptance tests to ensure important factors affecting product quality is included (e.g. operations procedure, reliability, user acceptance, compliance, etc.); • Define success criteria for the user acceptance test and use them to measure against the UAT; • Design procedures in carrying out the tests and the measurement mechanism for each specific test; • Collaborate with Quality Management unit to analyse the results of the product test and find technical solutions if necessary. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Collect customer feedback on new product development and fine-tuned to suit mass interests of needs; • Recommend improvement on product features, functions, using process, workflow specifications, etc. based on the results of the user acceptance test; • Provide evidence to demonstrate the benefits of proposed product modification / improvement, revamp and / or reposition of existing products upon the completion of user acceptance test.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Management of the design and the 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; • Recommendation on product modifications, if any. The recommendation should be based on an analysis on the results of product acceptance tests and provide evidence to demonstrate improvements which the modification can bring about.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Lead product and operations data analysis
2. Code	109430L5
3. Range	Conducting comprehensive analysis on operational processes, product performance and profitability, workflow efficiency of all categories of enterprise banking functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand and define updated business operations process flows with an aim to bring about product and process improvement; • Have an in-depth understanding and apply rigorous statistical and technical tools and acumen in support of analytics engagement activities of the bank; • Possess expertise knowledge in interpersonal relationship management and apply consultative and relationship building skills to manage projects and people engaged in the data analysis exercises. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Leverage operations’ workflows; analyse and format production data to develop required code for simulation; • Confirm data collection channels and availability of data analytics resources; and proactively identify and model process improvement prototypes, data mining, data validity and analytics; • Perform the required data exploration and analysis to verify the problem statement and the applicability of proposed solutions; • 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 functionalities; • Utilize data to develop product strategy; leverage existing capabilities and identify product gaps based on competitive assessment and opportunities; • Design and conduct competitive market research, analysis of competitive and market forces and on-going assessment of internal strengths and weaknesses; ensure the product development and enhancements comply with the bank’s product development policies; • Manage the IT systems development of new products and enhancement of existing products and services; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review regularly to ensure all analysis and measurements are carried out in compliance with banking industry practices and relevant standards; • Check and validate product and operations data to ensure the analysis data are processed accurately and precisely.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing and executing of research to identify improvement areas of operational processes, existing product weaknesses and client demand on new product features

	to develop product strategies of the bank; • Developing tactics to measure and improve product performance and profitability.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.3 Product Development)

1. Title	Monitor the effectiveness and progress of product development
2. Code	109431L5
3. Range	Designing monitoring mechanisms on product development process to ensure achievement of stated targets. This applies to the development of enterprise banking products and services of any kind.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the business direction of the bank and apply the knowledge to analyse the details of product development strategies and the implementation details so as to design the monitoring and reviewing mechanisms; • Understand the business strategies of the bank and apply the knowledge to evaluate the business targets of related product development strategies to identify critical steps or indicators for monitoring. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish control measures to ensure that the development process is in accordance to the governance structure and standards established by the bank; • Review product development process and identify areas which require control measures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review regularly to ensure structured product development process is in effect by designing mechanisms for different monitoring measures, which include: <ul style="list-style-type: none"> ➤ Tracking documents produced and timeline scheduled; ➤ Checking all activities are in compliance with requirements of the bank and regulatory authorities, internal and external compliance and operational procedure; ➤ Checking each stage of development follows the established methodology. • Evaluate the effectiveness and check with key stakeholders to ensure that the monitoring process is able to accommodate the needs, operations and resources of different units.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Implementing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Evaluate existing products and services performance and propose improvement measures
2. Code	109432L5
3. Range	Evaluation of all aspects of products and services, including conventional products, technology product, delivery processes or platform throughout its life cycle, plus customer insights and needs, and requirements definition to recommend improvement areas. This applies to enterprise banking products and services of all kinds.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the product advancement trend of the banking industry and apply it to analyse thoroughly the products available in the market for the purpose of evaluating the portfolio and effectiveness of both the conventional and digital products of the bank; • Demonstrate expertise in product development of the banking industry by applying it to analyse the trends in product offering in order to design distinctive conventional and digital products with varied structures to generate return for the bank; • Demonstrate technical expertise in conducting product review to ensure different products and services have appropriate risk and reward in product development cycles. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Manage analytic team deliverables to ensure timely delivery of both conventional and digital banking functions and campaign analysis; • Evaluate existing portfolio of conventional and digital products to ensure the product suite has genuine appeal to different customers or to identify opportunities and uncover untapped needs through the data revealed by the evaluation; • Maintain a robust reporting infrastructure which includes reporting of conventional types of products and services, digital, on-line and mobile usage and functional metrics with details and insights analysis on their performance; • Conduct analysis to identify areas of opportunity to increase digital, on-line and mobile engagement; • Identify needs in introducing innovative products to capture new and profitable business for the bank; • Use customer experience, insights and agile methodology to review both conventional products and digital banking functions and provide recommendation on future products, services and processes design. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Partner with product development, business development, operations and risk management experts to define and implement solutions that enhance customer values; • Conduct analysis on customers' interests and integrate their interests while designing improvement solutions. • Take client feedback and determine improvement measures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation of all aspects of products, services and work processes to Identify opportunities and uncover untapped needs through effective customer research and interaction data;

	<ul style="list-style-type: none">• Defining and implementing smart solutions for both conventional products and digital banking functions that enhance customer values.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.3 Product Development)

1. Title	Perform product acceptance test
2. Code	109433L4
3. Range	Performing product acceptance test according to the stated plan. This applies to acceptance test of any kind and different kinds of enterprise banking products and services.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the common testing procedures and measurement techniques so as to conduct acceptance tests on different types of products effectively; • Understand the objectives and procedures of a particular product acceptance test in order to avoid errors when conducting the tests. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Perform user acceptance tests for newly developed products according to testing protocol; • Liaise with both internal and external business arms and co-workers in coordinating the implementation of user acceptance tests for newly developed products; • Identify deviations or abnormalities during implementation and carry out remedial actions when necessary. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consolidate relevant data, such as satisfaction level of users during the test to demonstrate the performance in the acceptance test; • Prepare reports with accurate and relevant supporting data for final assessment to obtain approval of product launch.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of product acceptance test according to the stated protocol and carry out necessary adjustment during the course to ensure smooth operations and fulfilment of objectives; • Reporting of valid and reliable data of product acceptance tests which provide essential information regarding the performance of the testing products.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Design product delivery systems and sales distribution channels
2. Code	109434L6
3. Range	Design of delivery systems to channel products and services to different market segments via proper means. This applies to the whole range of complex and general enterprise banking products and services.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess specialized knowledge in enterprise banking products delivery mechanism and apply it to analyse the characteristics of different types of products and market segments in order to design a suitable delivery channel for them; • Possess in-depth knowledge of the characteristics of different product delivery means and based on the knowledge to evaluate individual delivery channels hence to select a suitable approach for different types of product. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate existing delivery channels' suitability of the developed products for the purpose of reviewing or designing tailored delivery processes; • Analyse market intelligence and focus on end users' needs to create a distribution system that matches their interests; • Design approaches of product delivery based on product features, promotional messages and the target customer segments into consideration; • Assess the effectiveness of delivery approaches on the product and make necessary adjustment in the design; • Monitor the delivery system to ensure it can meet the objectives and performance goals as defined in individual product requirements; • Design monitoring mechanisms to measure effectiveness of different delivery channels. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design communication plan to define the objectives and requirements of the delivery system with relevant parties involved in the implementation plan; • Engage business partners that have relationships with the end users of the products such as retail banking personnel to set up an effective distribution system; • Consult different parties on the performance of product delivery channels and approaches; and make necessary adjustments on existing plan;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing product delivery systems and other support measures to facilitate the sales of products and services. The design should be validated based on the analyses of customer characteristics of different segments, features of products to be delivered, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Design operational procedures for new products
2. Code	109435L5
3. Range	Designing procedures to specify the entire operation process (e.g. product launch, promotion, selling, and service delivery, after sale) of the new products. This applies to products of different kinds and for different segments of customers.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess comprehensive product knowledge and apply it to evaluate the features of the new products for the purpose of developing their operational requirements; • Understand the characteristics of various product delivery systems and apply the knowledge to design appropriate operational procedures based on the special features of different product delivery platforms and the unique requirements of the targeted products. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Specify the special requirements in operation support for new product and service launch and design workflow in selling and delivering the newly developed products after analysing relevant information which includes but not limited to the business strategy, marketing plan, delivery systems, customers, etc.; • Recommend operational procedures of new products and services to facilitate the sales and delivery of the product; • Provide recommendations in formulating procedures, guidelines, workflow or tools for communicating the operational procedures associated with the launch of individual new product or service. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take necessary actions to ensure the operational procedures are following external 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; • Define the roles and responsibilities of different parties involved in the operation process and ensure all stakeholders understand and act accordingly; • Review operational procedures of new products proactively and Identify areas for improvement required before they are formally launched.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Specification of operational procedures for new products to describe the details in different processes from product launch to after sales services. These should be based on analysis on the product features, operational requirements and existing procedures / platforms of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Evaluate effectiveness of product launch
2. Code	109436L5
3. Range	Conducting post implementation review on newly launched products and business / operations programmes. This applies to all types of enterprise banking products, services and operational systems.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of product launching and apply it to analyze different stages of the product implementation process in order to determine appropriate performance indicators for post implementation review; • Understand different post product launch evaluation approaches and identify the most suitable one for the subject programme. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor market penetration of products and evaluate feedback from different parties, e.g. staff, customers, business partners, etc.; • Design appropriate customer survey to gain understanding of customers' evaluation on the product and sales process; • Monitor existing product suite to ensure it is managed effectively through its full potential life cycle; • Build Management Information reporting mechanism to collect valid and reliable data on the performance indicators. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify improvement areas for future programme development of similar product launching processes; • Track market position for newly launched product's marketability and adjust marketing plan accordingly to raise profitability and customer satisfaction; • Act as a subject matter expert to provide guidance and alternative proposals to revamp existing products / programmes.
47. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Compilation of reviewing report on the effectiveness of product launch. The report should provide key indicators illustrating the achievement of the launch and analyses of related data; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Develop the implementation plan for product launch
2. Code	109437L5
3. Range	Developing details for product launch implementation. This applies to different kinds of enterprise banking products and services.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the product launching methodologies and apply the knowledge to design work activities in different stages of the product implementation process; • Understand different evaluation approaches and identify the most suitable for the subject product launch programme. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop a clear, measurable, actionable performance outcome for the product launch implementation and ensure the outcome is focused on the strategic goals of the bank desires to achieve; • Design product launch implementation around pre-launch, launch and post-launch phases which include communication with stakeholders on product concepts, product knowledge, competitor information, an opportunity for hands-on practice for staff, review and reinforcement, etc.; • Conduct testing, research, and an in-depth investigation on all assumptions about the market before actual product launching to ensure smooth implementation; • Determine an appropriate implementation budget and establish a product launching team with personnel who are knowledgeable on the subjected product; • Develop promotional strategies including public relations, press release, web-site and social media strategies to advertise the new products; • Conduct comprehensive product training for the staff before product launching. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the implementation plan to ensure it is coherent and supportive to the bank's value, belief, strategic plan and changing business needs; • Track market position for newly launched product's marketability and adjust marketing plan or revamp product features accordingly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Develop product specification for complex products
2. Code	109438L4
3. Range	Provision of technical details of products in a specification portfolio. This applies to different kinds of complex enterprise banking products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized technical knowledge relating to complex enterprise banking products and the capability to develop product portfolio; • Understand various technical terms and calculations related to the structure of complex products; • Understand the features of a particular product and compare it with other similar products to identify its strengths. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define and describe key components of the ready-to-launch complex products according to the needs and knowledge of different customers; • Seek for legal advice on the product suitability to different types of clients; identify the impacts and clearly state in the product specifications; • Identify technical aspects of product information which customers may have difficulty in understanding and provide detailed elaboration in the product specifications. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop standard product specifications for individual complex product with an aim to address genuine needs of clients and provide sound solutions; • Translate complex structures into simple presentation and draw up portfolio for individual products; • Provide technical products information when developing tools or information kit to help customers understand the products.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of product fact sheets / specifications 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Organize product launch activities
2. Code	109439L4
3. Range	Coordinating with different work units in completing the preparation work of product launch. This applies to product launch activities of different kinds ranging from complex to ordinary enterprise banking products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the plan on product launch, clearly define the responsibilities of different units during the launch; • Understand the concepts on product launching and apply the knowledge to review the planned launch process in order to identify the genuine needs and required support when launching the product. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Coordinate with relevant parties including Risk Management and Operations units to draft related guidelines and procedures for the product launching activities; • Collaborate with Legal and Compliance units to solve operational and legal problems when issuing new products; • Work closely with Information Technology team to coordinate scheduled system updates for product launch; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Organize training and necessary information kits to relevant business and operations units to ensure the required product knowledge is acquired by all handling staff; • Produce appropriate documentation for knowledge transfer on product information such as product training packages, product leaflets, application forms, handling procedures...etc. according to the needs of different parties.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • 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 fulfil the needs of different parties.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.4 Product Launching Implementation and Management)

1. Title	Provide product information and training to support the sales and services process
2. Code	109440L4
3. Range	Participating in the sales and services process by providing product related knowledge and training to relevant parties. This applies to the launch of different kinds of enterprise banking products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the technical features of products in order to handle enquires from internal and external customers independently; • Master the standard procedures of product launching and apply the knowledge to review the sales and services process or approaches in order to identify support required by the sales team. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct presentation or training on new products or existing products for transferring knowledge to clients and relevant staff groups according to their needs and product knowledge level to enhance their knowledge; • Handle clients' enquires related to features of the products to ensure they understand the product features. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Perform site visit to ensure sales staff understand all the risks derived from the process of product sales and provide guides to handle; • Take necessary actions to ensure proper sales process is in place to protect customer interest; • Answer enquires from sales staff related to product information and sales procedures to ensure prompt response to the issues are provided and the sales and service process is carried out in a professional manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting presentation on product information to clients and sales staff. The presentation covers essential materials for clients and sales staff to evaluate the products. • Designing a presentation that allows target audience to understand the information easily and accurately; • Providing precise product information and clarifications to other sales personnel to ensure correct information is conveyed to clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Prepare budget and manage marketing expenses of specific product to ensure reasonable ROI is attained
2. Code	109441L6
3. Range	Managing product promotion expenses for the marketing of specific product. This applies to different types of marketing programmes and the whole range of complex to general enterprise banking products.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the budget components of product promotion and apply the knowledge to align the marketing plan with the bank's financial and strategic goals; • Master the business strategies of the bank and apply the understanding of them to analyse the products, promotion plans and customer profiles in order to evaluate whether the proposed promotional activities are feasible; • Comprehend the technical knowhow of product marketing and apply it to prepare credible market data that shows the needs of clients for the promoted products and analyse if the bank's has the ability to compete. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Prepare budget plan for product promotion programme within the limitation; • Allocate funds from the operating budget to cover research, data collection, advertising, promotional and all other costs associated with marketing; • Calculate the anticipated return on investment on product marketing campaigns accurately to justify the budget. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Liaise with relevant operation units and suppliers to ensure effective management of the promotion budget; • Monitor expenses to ensure all investments on advertising / media plan for product promotion are in line with pre-set budget; • Provide clear and measurable results from investing on product marketing, such as sales growth after campaigns.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparation of budget plan on product promotion. The budget plan should analyse different information critically to justify the budget approved. Moreover, a strong rationale to support the calculation of return on investment is elaborated and presented; • Monitoring of budget execution to prevent over budget. Any deviation from anticipated figures should be supported by solid evidence and reasons.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Enterprise Banking Product Development and Brand Marketing
(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Develop and implement digital marketing transformation strategy and roadmap to deliver the marketing vision
2. Code	109442L6
3. Range	Development and implementation of digital marketing transformation roadmap that meets the strategic vision of the business. The objectives are to promote digital corporate marketing programmes in accordance with the commercialization strategies of the bank to meet the changing business needs, yet adhere to the bank's strategies and standards.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the development trend of digital marketing in the banking industry to leverage new innovations and technology to promote businesses of the bank and create new value for clients and business partners; • Understand the impacts of new technology to enhance the financial relationships with clients and based on that to develop and implement digital marketing strategies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop mechanism in collecting information regarding trend and format of digital marketing in financial services industries; • Track effectiveness of digital marketing plans implemented by industry practitioners and analyse causes and different influencing factors; • Analyse the hit rates, tagging, flow of traffic, user interaction and user experience of different social media and multi-channel media; • Monitor digital business results and develop the training design at the sales force level to help ensure that digital sales and service goals are met; • Formulate and implement media plans and multi-channel media campaigns (e.g. when, where, how and targeted pilot client groups which is most effective); • Provide findings of analysis to relevant parties for the development of digital marketing transformation roadmap and strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop overall commercialization marketing strategies for the bank including a digital marketing transformation roadmap which follows the overall business goals of the bank; • Evaluate digital media partner offerings and proposals to determine alignment with digital marketing goals and objectives; provide rationale for marketing plan options, media channel usage, and plan recommendations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting thorough analysis on the trend and effectiveness of digital marketing across multiple-media and provide recommendations by producing analytical reports to provide insights, implications, and optimizations; • Production of digital marketing transformation strategies and multi-media plans.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Define value propositions for products
2. Code	109443L5
3. Range	Define value propositions of individual products for different customer segments. This applies to enterprise banking products of different kinds.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in marketing by applying to develop value propositions for enterprise banking products; • Be familiar with the bank’s strategic goals and evaluate its business strategies to develop value propositions which is in alignment with the bank’s business directions and market needs; • Possess market product knowledge and apply it to perform information analysis on ready-to-launch products of the bank, current market trend and competitor data for identifying selling points which can match with customers’ preferences. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Generate marketing ideas with consideration to product positioning and competition; • Create unique value propositions for products with reference to the bank’s position strategy, customers’ preferences and the market environment; • Provide marketing consultation and support for the development and launch of new products; • Manage the design of promotion materials to ensure the value propositions are clearly conveyed. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Set direction in designing marketing messages which can convey the values of products according to the defined value propositions; • Give advice on marketing plans with emphasis on the defined value propositions of products including consumer insights and features that match with the targeted customer segments.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 given to the analyses on competitors’ products and market trends; • Provision of direction or advice to different kinds of marketing activities to ensure consistency with the identified selling points.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Develop product promotional activities through different channels to increase market awareness and drive sales
2. Code	109444L5
3. Range	Participating in the development of promotional activities for new products in accordance with the commercialization strategies of the bank. This refers to promotional activities of different kinds and can be applied to different types of enterprise banking products.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the concepts and knowledge of product promotion and apply them to plan major marketing initiatives on new product for together with sales and marketing teams as appropriate; • Comprehend the knowledge in product marketing and apply it to develop marketing objectives and commercialization strategy with a comprehensive coverage of key account targets, channel strategies, product strategies, sales strategies and marketing communication tactics; • Demonstrate knowledge in developing marketing programmes by applying it to formulate marketing plan details for individual products and providing expert advice in identifying targeted customer segments, distribution channels, and structuring pricing schedules, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate product features to design appropriate promotional activities; • Evaluate the characteristics of target customers to select the most appropriate promotion methods; • Determine when and where to pilot the product promotion activities in accordance with the commercialization strategies of the bank; • Review existing resources of the bank and find new resources for promotion where possible. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse the knowledge level and roles of different parties to determine the amount and kind of product training required; • Design and provide product knowledge training to facilitate different promotional activities for maximizing contribution to the bank's business (e.g. producing product catalogues, product training, events, tradeshow, direct mail etc.).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • A promotion plan which defines 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; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Produce promotion materials in alignment with corporate identity specification
2. Code	109445L4
3. Range	Production of different forms of promotional materials. This applies to promotional materials of enterprise banking products of different kinds.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in producing product promotional materials and apply it to cooperate with in-house design team or external production house to design promotional materials such as corporate brochures, newsletters, press releases, web pages, e-marketing news, retail displays, signage, dealer information and etc.; • Understand the features of individual products and based on that to review and update contents of existing promotional materials (e.g. product leaflets) when necessary; • Comprehend the production process of product promotional materials and apply the knowledge to coordinate and arrange production of approved promotion materials according to promotion schedule. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Liaise with IT teams and other production houses to review and provide advice on the draft layout of conventional / web initiatives and develop general / online promotions calendar; • Create an online version of marketing materials that is aligned with the searching algorithm of search engines; • Monitor hit rate of the bank's product promotion web site and suggest improvement when hit rate is low. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take steps to ensure marketing materials developed are in alignment with internal and external compliance requirements before their launch to the market; • Take appropriate actions to ensure the user friendliness of marketing materials displayed through conventional and electronic means; • Inspect and review regularly to ensure marketing materials are in alignment with the changed requirements of internal and external compliance.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 and external compliance requirements.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.5 Marketing Strategy Formulation and Product Promotion)

1. Title	Conduct promotion programme evaluation
2. Code	109446L4
3. Range	Conducting evaluation on promotion programme to measure operation effectiveness and product acquaintance. This applies to different kinds of product promotion activities and different types of enterprise banking products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess technical knowhow on the evaluation of product promotion and apply it to review the promotion plan including the development of objectives, process and performance indicators of evaluation plan; • Understand the concepts of promotion programme review and apply them to formulate different steps of the evaluation plan and data collection processes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor the implementation of product communication campaigns and check whether they are in accordance with the stated promotion strategy; • Record measurements related to the process of product promotion implementation (e.g. time lapse, deviation from the stated plan etc.); • Conduct survey to check the awareness on bank's products and other evaluation activities to measure operations effectiveness. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consolidate data obtained from the evaluations and compile statistics to indicate achievements of the promotion programme; • Monitor the evaluation process to ensure accuracy of the data and the calculations for the purpose of future improvement; • Report findings of evaluation in different formats to provide insights to the management of the bank and satisfy needs of other relevant parties.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of a comprehensive evaluation and provision of an evaluation report outlining outcomes achieved by the promotion campaigns. The report should contain critical indicators of the performance of promotion programmes and is customized to provide accurate and timely data to fulfil the requirements of different stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Formulate brand positioning of the bank and its corporate communication strategy
2. Code	109447L7
3. Range	Formulation of the overall branding of the bank. The branding will be adopted throughout the whole bank regardless of market segments of geographical locations.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess expertise in corporate branding and apply the knowledge to conduct research on the bank's market positions, perceptions of customers, market trend, business environment and competitors' analysis etc. to create an image which can communicate the bank's values and competitive advantage; • Demonstrate specialized skills and knowledge in branding to build a brand name which can be applied to different markets and regions of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Compare / Identify 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.; • Construct corporate branding direction that improves brand health and achieves the bank's financial and market share aspirations; • Cultivate and maintain a constant pipeline of ideas to develop the brand of the bank in order to formulate and revamp the corporate branding strategies regularly. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse and identify when possible obstacles enforcing the branding strategies in order to formulate effective guidelines and policies; • 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; • Formulate corporate identity guidelines and take steps to ensure they are well accepted and implemented by all business and operations units.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development 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; • Provision of guidelines and policies on enforcing the branding strategies based on specialized knowledge in branding and analysis of potential obstacles.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Formulate general and online marketing strategies to build corporate image
2. Code	109448L6
3. Range	Formulation of bank-wide general and online marketing strategy for all business and operations functions with an aim to build a positive corporate image. This applies to marketing of all sorts of products, services, operational processes and new development of the corporate business and social engagement initiatives.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the general concepts of corporate marketing and apply them to analyse the development of marketing channels and methodologies commonly used in the banking industry with an aim to formulate online marketing strategies of the bank; • Understand research methodologies and apply the knowledge to gather market information and analyse surrounding business environment for the purpose of developing an appropriate online marketing strategy for the bank; • Possess knowledge in marketing and apply it to cross check the overall strategies and all related digital marketing activities to ensure they are in compliance with brand strategy and corporate identity of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop memorable and sharable content for conventional media and social media platforms; • 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; • Develop and execute both general and digital marketing campaigns to educate local consumers and generate interest in the brand of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate conventional and online marketing strategies and campaigns effectively with key stakeholders and explain impacts to them when necessary; • Comply with the requirements of internal and external policies, practices, laws, regulations, ethical standards and general social responsibilities when developing conventional and online marketing plans and activities; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of conventional and online marketing strategies, developing action plans together with cross functional key stakeholder; and analysing hit rate / online traffic and measure the effectiveness of marketing campaigns on all conventional and digital channels.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Develop communication programmes on corporate branding
2. Code	109449L5
3. Range	Formulation of strategies and programmes to communicate / promote the brand in local region. The strategies / programmes cover different stakeholders which include but not limited to employees, customers and the public.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in brand marketing and apply it to analyse and identify critical brand values to be communicated among different group of stakeholders; • Have a thorough understanding of the key elements of conducting large scale research and take initiative in researching, proposing, and championing effective ways of communicating brand value of the bank; • Have an in-depth knowledge of the concepts of communication and apply the knowledge to evaluate different communication tactics in order to design an appropriate approach which can match with the market environment, customer behaviours, bank strategies, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Design internal communication strategies to lead other business and operations units to ensure that strategic direction in branding is understood and flowed by the staff of the bank; • Collect feedback on the brand of the bank from different communication vehicles such as public relations event, internet, advertising, and retail point of sales; • Develop strategic communication programs and communication tactics for increasing customer awareness in the brand and individual products of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review to ensure the work done on brand communication is coherent and supportive to the bank’s value, belief, strategic plan and changing business needs; • Regularly review the brand marketing strategy in accordance with the changing market situation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development and implementation of brand marketing strategies and communication programmes and tactics. The strategies should provide an analysis on relevant information to support the design of selected communication channels and messages.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Create and produce enduring and consistent marketing campaigns to promote the corporate brand
2. Code	109450L5
3. Range	Development of marketing campaigns to promote the brand name of the bank. This applies to advertisements in different conventional and social media which can be adopted in a specific business region.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the common practices of bank marketing and apply the knowledge to evaluate the communication strategies of the bank and develop objectives of different marketing / advertising campaigns; • Master the technical knowhow of conventional and digital based marketing and apply the knowledge to design sustainable marketing / advertising campaigns that echo the corporate communication programmes for building brand awareness and supporting product objectives. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define customers' desire and create marketing messages that can appeal to the identified groups of people; • Analyse the trends in marketing / advertising to produce campaigns which bring a fresh and positive impression to audience; • Work with internal creative and production teams and / or outside agencies, as necessary to develop content of marketing campaigns and ensure the marketing messages are effectively communicated. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Embrace creativity and innovation in marketing / advertising activity planning and production; • Make effort to ensure all parties involved are clear about and commit to the implementation of the marketing programmes and promotional campaigns; • Take necessary actions to ensure the marketing / advertising strategies fit with the mission, values, business direction and development needs of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Production of marketing / advertising campaigns. The design of the content should be based on analysis on customers, trends in advertising and the bank's strategies, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Develop budget on brand marketing and manage expenditure effectively
2. Code	109451L5
3. Range	Overseeing the expenditure for brand marketing programmes within a particular business area. This applies to different types of brand marketing programmes.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the financial plan of the bank and apply the knowledge to align marketing teams with financial and strategic goals of the bank’s business when constructing corporate marketing plan; • Demonstrate understanding of the factors which can affect the budget of marketing plan by applying the knowledge to identify both enabling and destructive forces when developing brand marketing programmes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Prepare annual budget for corporate marketing plan and advertising / media plan by reviewing the objectives and financial constraints; • Calculate the anticipated return on investment on brand marketing campaigns to justify the budget; • Liaise with relevant business and operation units and suppliers to ensure effective management of the promotional budget and timely production of all promotional materials; • Monitor expenses to ensure all investments on advertising / media plan are in line with pre-set budget. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop brand tracking mechanism and conduct regular review to justify the investment; • Provide clear and measurable results gained from marketing investment by using brand tracking mechanism.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparation of budget plan on brand promotion. The budget plan should analyse different information critically to justify the budget approved. Moreover, there should be a strong rationale to support calculation of return on investment; • Monitoring of budget execution to prevent over budget. Any derivation from anticipated figures should be supported by solid evidence and reasons.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Organise communication activities to build and enhance corporate brand salience
2. Code	109452L4
3. Range	Execution of different kinds of communication activities to promote the brand name of the bank. This refers to communication activities catered for a particular business area and applies to activities targeted at specific stakeholder groups.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of the communication tactics and activities and apply the knowledge to clarify the implementation details of the programme with reference to the communication strategies of the bank; • Understand the implementation details hence to organise the activities independently and respond to unexpected incidence effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct internal branding campaigns to ensure all employees live and speak the brand value; • Provide induction to new colleagues to help them understand the corporate values and special characteristics of the bank; • Offer corporate branding training to new employees of the bank in order to help them act in alignment with corporate image; • Provide consultation in aligning brand image when conducting conferences, events, and sales initiative programs held by other business and operation units; • Prepare and execute communication campaigns for the identification of sales leads, creation of awareness on corporate branding and product, development of networking opportunities and industry / trade events, and tracking / analysis of marketing programs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Implement communication activities to maximize brand exposure and strengthen brand proposition through conventional and digital channels; • Work with different parties to ensure an effective and timely brand development programme implementation; • Keep consistent and close contacts with appropriate media channels and release most up-to-date information of the bank for publicity purpose.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of different communication programmes to promote the brand to different stakeholders. The implementation should be in accordance to the programme plan. Suitable actions are taken during the event to ensure the smooth running of the programme.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing

(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Monitor and ensure consistency in using corporate identity throughout the bank
2. Code	109453L4
3. Range	Monitoring the presentation of corporate identity in every encounter of the bank's appearance (e.g. campaigns, media and publications). This applies to the presentation of any materials in different formats and media.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Be familiar with the corporate identity of the bank and take necessary actions to ensure internal communication can reflect understanding of the brand guidelines throughout the bank; • Possess knowledge regarding corporate characteristics and principles and provide related training to help staff understand thoroughly the corporate identity and act in accordance to corporate values. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Create and maintain a corporate identity system including specification on logo prototype, typeface, size ratio, colour code, etc.; • Take necessary actions to ensure all marketing and promotion materials are in line with the bank's corporate identity; • Monitor delivery of strategies; spot any deviance and take actions to mitigate unfavourable impacts on corporate identity. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Monitor the guidelines of enforcing compliance to standards in the presentation of corporate identity; • Conduct extensive consultation to ensure stakeholders of all levels and functions are in pace with the overall direction of corporate identity sustainability.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring the usage of corporate identity. The monitoring activities should be able to cover different communication media and able to spot any deviances promptly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 7. Product Development and Brand Marketing
(Key Function – 7.6 Brand Marketing and Corporate Communication)

1. Title	Conduct programme evaluation on brand marketing
2. Code	109454L4
3. Range	Overseeing evaluation of individual communication programme on brand marketing. This applies to branding marketing activities of different kinds and scales.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the evaluation plan and apply the knowledge to carry out the tasks effectively; • Possess the knowledge of the brand marketing plan and based on the understanding to determine the objectives of evaluation; • Understand the details of different steps in evaluation and based on that to collect relevant data in various stages for the purpose of effective execution. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide regular tracking and reporting for brand marketing programmes which are conducted through different channels; • Monitor the traffic flow / response rate in different marketing platforms hence to measure the effectiveness of brand marketing programmes objectively; • Maintain knowledge of site traffic and user activity reports; generate statistic reports, summarise and/or customise reports for Marketing and Sales units' review. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Compile relevant data and report on key marketing metrics for the purpose of continuous improvement: product awareness, customer response, marketing budget and spot if there is any negative variance; • Take necessary actions to ensure accuracy of data and calculation; • Report the effectiveness and achievement of corporate branding and product marketing programmes according to the requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting evaluation programme with a report produced to outline the outcome achieved by the brand marketing programmes / campaigns. The report should contain critical indicators of the performance of the activities as determined in the evaluation plan and the data presented is accurate and can be able to fulfil the needs of different stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Formulate enterprise banking quality management strategies and policies
2. Code	109455L6
3. Range	Formulation of bank wide policies on quality management. This applies to quality management which covers the entire operations of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in research methodologies and apply it to conduct studies on competitors (both local and global) hence to identify the best practices and latest trends in the market; • Understand the business models of the bank and conduct critical evaluation on the business and operations in order to ensure existing quality standards are developed in accordance with the nature, scale and complexity level of the bank’s activities. • Have an in depth understanding of global and international banking rules and regulations and take them as key reference on quality management strategies and policies development where appropriate (e.g. framework issued by Basel Committee on Banking Supervision, provision of the Banking Ordinance, HKMA Supervisory Policy Manual on Competence and Ethical Behaviour, etc.). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine the scope of quality management policies by evaluating the existing operations of the bank and identifying areas which require improvement; • Analyse internal and external regulatory requirements on relevant processes in order to formulate appropriate quality management policies; • Analyse different models and tools in quality management in order to design a suitable policy for the bank; • Develop policies in quality management to determine the bank’s approaches in providing products and services that can satisfy the expectations of customers; • Design quality management framework to specify responsibilities in managing the quality of different processes, standards to be adhered to. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct research on different regulations and international / industry standards and identify how they can affect the bank’s quality management system in the long run; • Develop measures to promote a strong quality culture among different business and functional areas of the bank; • Evaluate the quality systems of the bank against customers’ requirements to ensure customer satisfaction; • Design performance metric for measuring changes in customer satisfaction and business performance after introducing different policies on quality management.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of quality management polices to specify the expectations and standards on different operations of the bank. This should be based on consolidation and evaluation of research findings from different areas such as market practices, customers’ requirements and existing operation of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Establish quality standards for different operations
2. Code	109456L5
3. Range	Defining the acceptance performance standards for different operations. This applies to quality management which covers different operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comprehend the business and operations modes of the bank and based on the knowledge to evaluate critically the existing operations in order to identify process to be monitored; • Understand the different approaches of data collection and analysis and apply the knowledge to conduct research on customer requirements in order to define the desired levels of performance on products and services delivery; • Possess the knowledge on banking industry development and conduct benchmarking research to identify the best practices and latest development on products and service delivery in the banking industry. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse different models and tools in quality management in order to design suitable quality standards for the bank; • Conduct analysis on the existing performance of different processes in order to specify the upper and lower control limits; • Conduct analysis on customer's expectations, contractual and regulatory requirements in order to determine the specification limits on the processes; • Construct performance metric by identifying appropriate quality standards covering different aspects, e.g. customer perspective, organization perspective, etc.; • Lead business and operations units in different geographical locations of the bank to ensure alignment on quality standards. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Establish performance standards for different operations with an aim to gain customer satisfaction and enhancement of customer satisfaction; • Take actions to ensure all standards established are in compliance with both internal and external regulations requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of quality standards to define acceptable and unacceptable limits for different operations. These should be justified by research findings from different areas such as existing operations of the bank, customers' requirements and benchmarking analysis, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Develop procedures in quality control and re-engineering plans
2. Code	109457L5
3. Range	Development of quality control procedures in quality control and business, product and process reengineering plans to ensure fulfilment of quality standards of different processes. This applies to different operational processes in the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s business and operations models thoroughly and apply the knowledge to analyse business requirements and review related information for the purpose of designing control measures; • Apply the knowledge in process enhancement to review existing business and operational processes and identify improvement areas. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Prepare an overall control plan on quality management and request for approval from bank management; • Set up specific control measures with inspection specifications with different business and operations units in the bank; • Develop business and operational process reengineering plans; • Evaluate different quality control measures and select those which are cost effective and will not hamper overall efficiency. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop formal review process to ensure compliance to control measures and can identify deviation promptly; • Consult employees throughout the bank to ensure that the quality management system is functioning properly; • Develop mechanism in directing deficiency correction in control measures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of quality control and reengineering plans based on analysis on business requirements and operations in different departments or units; • Designing measures in monitoring implementation of quality control and reengineering plans. The measures should be able to spot deviances in a timely manner and able to carry out correction measures promptly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Develop quality management plan for specific project / programme
2. Code	109458L5
3. Range	Development of different kinds of controls and measures to ensure the quality of project / program. This applies to project / program for different business areas or operation of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the quality management knowledge and apply it to evaluate deliverable requirements of the project / program in order to determine the scope and objectives of the quality management plan; • Understand the goals of quality management of the bank and determine the quality standards of different activities / tasks of the project / programme to ensure meeting of the deliverable requirements; • Possess the updated information on the bank’s quality management objectives and based on that to evaluate business strategies of the bank in order to identify critical areas of the project which require quality control. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate different concepts and practices in quality management in order to develop suitable quality measures; • Identify variables / processes that can improve quality and incorporate them in the quality management plan; • Conduct analysis on existing performance, identify high risk or problematic areas in order to develop suitable quality control; • Develop a set of standardized procedures to govern the execution of different activities; • Conduct analysis to ensure resources required for implementing the quality management plan is proportionate to the values it can contribute. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Set measurable standards for each and every quality initiative to ensure they are in line with the bank’s direction; • Measure the actual performance of quality initiative and report to relevant parties to follow up; • Report the actual versus planned performance of the related quality initiative and take remedial actions, if any.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of quality management plan to specify measures and activities to ensure the project / program can achieve the intended goals. These should be based on evaluation of the bank’s strategies, project / program objectives and best practices in the market; • Managing the effectiveness of quality management projects by designing appropriate enforcement measures. These should be based on analysis on relevant performance data.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Conduct benchmarking analysis on quality management
2. Code	109459L5
3. Range	Management of 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Be familiar with policy development and based on that Develop policy and objectives of benchmarking programmes on quality management based on the business and positioning strategies of the bank; • Understand the key requirements in quality management and apply the knowledge to formulate benchmarking programmes in accordance with the stated objectives; • Apply the knowledge in quality management to evaluate different methods in conducting benchmarking exercises and design method or tools which are most suitable with the operations of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse data through employing different techniques to evaluate bank's performance with industry's standards; • Evaluate the benchmarking results and provide recommendations on how to improve the quality management system of the bank; • Communicate the findings to management or relevant units through presentation, reports, graphs or other relevant documents. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop implementation plan for quality management enhancement based on the benchmarking exercise to ensure accuracy, timeliness and planned outputs can be delivered.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Recommendations and implementation plan on improving the quality management system. The suggestions should be based on the analysis of benchmarking exercises.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Provide education in quality management throughout the bank
2. Code	109460L5
3. Range	Provision of education in quality management to employees of different types, ranks and functions to ensure effective application throughout the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in training and education and apply it to write up, publish and distribute the most up-to-date quality management system training manual for the bank; • Be familiar with policies and procedures formulation and partner with appropriate personnel to develop quality management training guidelines according to the needs of different units / employees. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop suitable measures to promote awareness and participation in quality management programmes throughout the bank; • Provide information updates and training on quality management systems according to the needs of different individuals; • Develop recognition programmes and compensation schemes for the encouragement of excellent services. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Execute education programmes in accordance with the direction of top management to instil a quality culture in the bank; • Solicit support and commitment from business and operation units to promote implementation of total quality principles;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparation of materials to explain and communicate the quality management initiatives of the bank according to the needs of different units / employees; • Development and execution of trainings and other kinds of programmes 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Promote quality management culture in the bank
2. Code	109461L5
3. Range	Conducting promotion or educational activities to instil a quality culture in the bank. This applies to activities of different kinds and in different scale.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of building organization culture and apply the knowledge to summarize major details of quality management policies in order to ensure compliance with the stated process and fulfilment of performance standards; • Apply the knowledge in quality management to review different concepts and theories in learning and development in order to design suitable activities to promote quality culture. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct survey to identify the current level of awareness and engagement in quality initiatives of different staff; • Develop suitable campaign to promote awareness of the bank's service commitment in alignment with the quality management policies of the bank; • Develop suitable training programmes for improving service quality according to the knowledge level and job requirements of different staff; • Review current performance on quality metric to identify the needs in educational activities. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Incorporate total quality management practices into the daily work of customer services; • Identify relevant quality-related training needs for bank employees and develop training programmes to promote awareness and values on quality policies of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Customization of promotion or educational activities to improve the quality standards of the bank according to the current performance, knowledge level and job requirements of different staff.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.1 Quality Management System Development and Implementation)

1. Title	Implement quality management plan
2. Code	109462L4
3. Range	Executing control measures in accordance with quality management plan. This applies to control measures of different kinds and quality management initiatives for different business / operations of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Apply the knowledge in planning and execution to review the quality management plan and quality metrics for the projects / procedures in order to identify appropriate activities to be carried out; • Apply the skills and knowledge in quality management to review existing documents (e.g. complaints, customer satisfaction level, benchmarking studies) and current performance data in order to identify areas warrant high attention. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop operational details of implementing the quality management plan, e.g. resources, tools, timeframe, communication channels; • Define clearly the roles and accountabilities in quality management and delegate the duties to competent personnel; • Oversee the operation process in order to ensure activities and outcomes are in compliance with the quality management plan; • Identify deviation from the original plan and conduct remedial actions to ensure a smooth implementation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Implement planned quality management tasks proactively and follow up with affected parties including co-workers, business partners and clients to ensure they are on the right track; • Process planned quality management work tasks with a positive mindset and full preparation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Implementation of different activities stated in the quality management plan. Monitoring and timely remedial actions should be carried out to ensure a smooth implementation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.2 Quality Monitoring and Control)

1. Title	Design quality monitoring and control guidelines and plans
2. Code	109463L5
3. Range	Designing quality inspection plan to monitor the processes / outputs of the bank's operation. This applies to quality inspection of different types and for different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate an in-depth understanding of the key concepts and components of quality monitoring and control and to evaluate the quality metric of different operations in order to design the details of the quality inspection plan; • Demonstrate sound knowledge in quality control to evaluate different concepts and practices in quality management in order to design quality inspection to examine different aspects of the bank's products and services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse existing performance and workflow of different operations to identify high risk / critical areas which warrant quality inspection; • Develop the operation details by specifying the sample size, frequency of quality audit, processes to be carried out; • Determine the acceptance criteria of quality inspection by analysing the quality metric and performance metric of different operations; • Monitor the data to track whether the various processes are within acceptable limits; • Identify exceptions or deviations from the standards and conduct investigation to determine the causes of variation; • Review areas with satisfactory performance, identify the success factors and document the details of the process for knowledge sharing and process standardization; • Conduct investigation on areas with non-satisfactory performance and provide recommendations on quality control measures; • Design different tests / tools to obtain useful information on quality indicators hence to follow through the entire control process. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Specify the details of problems observed and initiate a change request with proper documentation for the purpose of continuous improvement; • Develop a tracking system to ensure the monitoring processes are followed and supervise relevant staff in carrying out quality tests.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing suitable tests and operation plans for quality inspection. These should be based on analysis on the quality metric, existing performance and current workflow of different operations of the bank; • Providing report to specify results of quality inspection and the recommendations. These should be based on analysis on data collected from different sources and investigation on current processes.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.2 Quality Monitoring and Control)

1. Title	Design survey to measure customer satisfaction
2. Code	109464L5
3. Range	Designing of survey for measuring customer’s perception on the bank’s products and services. This applies to survey for different segments of customers and measuring different aspects of the bank’s products and services.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess expertise knowledge in conducting survey and apply it to evaluate the objectives and operational procedures of services to be provided in order to develop suitable survey; • Possess in-depth knowledge in customer experience management to develop the objectives and scope of the survey according to the business needs of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Select suitable survey methods (e.g. questionnaires, focus group), data collection channels (e.g. face-to-face, phone, internet) and frequency according to the survey objectives; • Identify variables to be measured in the survey to ensure all useful information is covered; • Design questions for the survey in order to obtain useful information for assessing customer satisfaction and planning for future initiatives; • Develop tools (e.g. checklists, script) to facilitate data collection process to ensure the survey is effectively conducted; • Develop the detailed operational plan for the customer satisfaction survey (e.g. launch period, target groups, distribution methods) to ensure a smooth operation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee the data collection process in order to ensure data accuracy and integrity.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of framework and operational plan of customer satisfaction survey to consolidate useful information for improving services of the bank. The design of the survey should be based on analysis on the business needs of the bank and operation / services under evaluation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management
(Key Function – 8.2 Quality Monitoring and Control)

1. Title	Develop performance standards in customer service
2. Code	109465L5
3. Range	Development and enforcement of performance standards in customer service. This applies to different kinds of customer services regardless of the customer segment.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the importance of customer feedback and analyse voice of customers and identify customer's requirements on bank's services; • Possess expertise knowledge in carrying out large scale customer services study and apply it to analyse performance data, chart against defined standards and parameters to identify areas which warrant quality control. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate objectives for quality assurance on customer services; • Incorporate total quality management practices into the daily work of customer services; • Develop quality standards in customer service after analysing the operations, requirements and needs of different business and operation units; • Identify relevant quality related training needs for bank employees and develop appropriate training programmes to promote awareness on quality policies and programmes; • Improve service quality of staff through training and other means to ensure consistent service delivery. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop activities (e.g. service campaigns) to promote awareness of the bank's service commitment; • Develop service recognition programs (e.g. incentive scheme, quality service awards) to promote the service performance standards of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of performance standards in customer service which are based on analysis on customer's requirements, performance, operations, requirements and needs of different units; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.2 Quality Monitoring and Control)

1. Title	Conduct quality control on operations of the enterprise banking
2. Code	109466L4
3. Range	Performing quality control to ensure outputs of different processes can meet the quality standards as specified by the bank. This applies to outputs of different businesses / operations of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand quality performance requirements of different operations and based on that knowledge to review the performance metrics for different operations; • Possess the knowledge in quality management and summarize different concepts and practices in quality control to select suitable tools / methods to examine different aspects of the bank’s products and services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop the operation plan of the quality control (e.g. quality measures to be developed, sample size, sampling method and acceptance criteria); • Identify sources for useful information and employ suitable data collection methods and channels to obtain the necessary data; • Evaluate the products or services against quality standards and identify areas failed to meet the standards; • Conduct checking and review on the data to ensure its accuracy and integrity. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide quality measurement report to record the performance of the products and services and changes that should be considered for the purpose of continuous improvement; • Concern about quality of outcomes / results and consolidate information collected from different sources to provide useful data for the analysis on substandard performance.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Inspection of outputs against quality standards specified by the bank and identify cases failed to meet the criteria. Moreover, data used in the inspection should be reviewed to ensure the accuracy; • Provision of report to specify incidents of failed cases with analysis on the possible causes. The report should be presented in a clear and systematic manner which can facilitate the analysis on substandard performance.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management
(Key Function – 8.2 Quality Monitoring and Control)

1. Title	Prepare documentation / reporting related to quality management plan
2. Code	109467L4
3. Range	Document and manage different information and data as required by quality management system of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Familiarize with the procedures of quality management process and quality standards of the bank in order to prepare documentation independently. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Be well-versed in common practices of quality management and based on that to liaise with different departments / units to collect performance data of different processes which is useful to the evaluation of the effectiveness of control measures; • Spot and record deviances from quality management plans in details for reporting to responsible parties for investigation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Prepare documents related to quality management reporting covering test objectives, scope, environment, deliverables, roles and responsibilities of parties concerned, schedule, risks, assumptions, issues and dependencies in an accurate and timely manner; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Collection of performance data of different processes accurately after judging the relevancy of data and spotting deviances; • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.3 Continuous Process Improvement)

1. Title	Identify areas that require quality improvement
2. Code	109468L5
3. Range	Conducting analyses on existing processes in order to identify areas for improvement. This applies to processes in different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in quality management and evaluate relevant tools and techniques for the purpose of planning for quality improvement; • Understand the overall business direction and evaluate the strategies of the bank in order to understand the needs and urgency in process improvement. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on information from different sources (e.g. records, consultation with relevant stakeholders) in order to understand the current performance; • Analyse current performance data and problems to identify weakness in the current processes; • Conduct different kinds of investigations for finding out the root causes of the performance gaps. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify redundancies, unnecessary or wasteful procedures, improper methods, or other procedural problems in order to develop plans for creating new operational systems; • Prioritize the urgency in improvement by calculating the impacts of each problem and ensure effective use of resources; • Provide recommendation on corrective and preventative measures for continuous improvement (e.g. change in processes, standards and quality management plan, etc.).
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of areas which require quality improvement and the underlying causes. These should be based on analyses on existing performance of the processes and investigations of the underlying causes.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.3 Continuous Process Improvement)

1. Title	Design measures to improve existing process
2. Code	109469L5
3. Range	Developing different change initiatives to improve existing processes. This applies to different kinds of changes and for different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in process improvement and apply it to evaluate different quality management techniques for the purpose of designing appropriate solutions for existing operational problems; • Demonstrate professional knowledge across different disciplines of banking services in order to design methods to increase overall effectiveness of the banking services. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the existing processes and root causes of the operational problems in order to propose alternatives of improvement measures, if any; • Conduct analyses (e.g. Pareto analysis) to identify high impact attributes which can improve existing process in the most effective manner; • Analyse the resource requirements, costs and benefits of different alternatives in order to select the most effective measures; • Direct quality improvement meetings and facilitate teams to define issues, identify priorities and develop timelines to ensure that all necessary tasks are observed. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse barriers to performance and always strive to identify new methods to improve the work efficiency; • Liaise with different parties to modify processes and procedures in relevant areas to ensure concerns of all parties are well considered, e.g. IT systems and operations; • Organize cross functions process improvement team and develop solutions which best suit all parties involved in the changes; • Conduct compliance check to ensure the proposed improvement measures are following the bank’s policy, audit and regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of improvement measures to specify the changes in existing processes. These should be based on the evaluation of the existing operation problems and analyses of the root causes; • Managing implementation of improvement measures and recommendations on suitable modification. These should be based on the evaluation of potential barriers and alternative methods in improving efficiency.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.3 Continuous Process Improvement)

1. Title	Evaluate effectiveness of process improvement measures
2. Code	109470L5
3. Range	Conducting evaluation exercises to measure the impacts of the process improvement measures. This applies to evaluation using different kinds of methods and on improvement measures for different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in process improvement and apply it to evaluate objectives and details of the process improvement measures in order to design the evaluation plan; • Demonstrate professional knowledge across different disciplines of banking services in order to interpret data obtained from the evaluation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Determine the scope of the evaluation exercise and develop a feasible evaluation plan within the scope; • Identify indicators which can reflect improvement in the process and incorporate into the evaluation plan; • Design different methods and identify a best fitted approach to collect performance related data and develop the data collection plan. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consolidate performance data collected from different sources and conduct analysis to identify improvement in the process; • Identify contribution / benefits brought by the improvement (e.g. cost saving, time saving, enhanced effectiveness, impacts on the bottom-line); • Spot problems in the improvement plan; assess accuracy of the implemented changes and carry out appropriate remedial actions; • Collect baseline performance data as a benchmark for measuring future improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design of evaluation plan to measure the effectiveness of the process improvement measures. The design and data collection method of the evaluation plan should be based on analyses of the process improvement measures and its possible impact on the processes; • Provision of analysis on the effectiveness of the process improvement measures. The analyses should be based on consolidation and evaluation of data obtained from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.3 Continuous Process Improvement)

1. Title	Develop action plan for continuous improvement
2. Code	109471L4
3. Range	Developing plans to specify the operational details of implementing the process improvement initiatives. This applies to process improvement initiatives for different businesses / operations of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge across different areas of banking services in order to understand the process improvement measures; • Understand the objectives of the improvement measures and apply the knowledge to summarize major features and characteristics of the improvement measures in order to plan for the implementation; • Demonstrate proficient knowledge in different concepts and techniques of project management in order to identify critical issues to be considered during the planning phase. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Review the objectives of the continuous improvement plan in order to define the scope and boundary of the project; • Identify and define tasks to be conducted, specify outputs and outcomes for each task and conduct prioritization; • Identify resources and time required for each task in order to develop the time schedule and provide guidance on resource allocation; • Introduce / Roll-out new workflows and templates for continuous workflow improvement to relevant parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify the major resistance and potential negative effects of the project and develop control measures for better results; • Identify critical stakeholders to the continuous improvement plan and obtain their support and acceptance through different kinds of lobbying or promotion tactics; • Maintain regular communication with staff and process owners to provide advice on the revised process operations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of an action plan to specify the activities, resources and time, etc. for implementing the process improvement measures. The plan should also include measures to be carried out to ensure a smooth implementation; • Overseeing the implementation of improvement measures and conduct appropriate actions to ensure fulfilment of the objectives of the plan.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.3 Continuous Process Improvement)

1. Title	Implement process improvement measures
2. Code	109472L4
3. Range	Implementing changes in operation processes of the bank. This applies to changes of any kinds and on different businesses / operations of the bank.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the details of the process improvement measures and apply the knowledge to summarize details of the process improvement plan hence to specify clearly the tasks and responsibilities in the process; • Demonstrate basic understanding in quality management in order to carry out the tasks effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Implement corrective actions to tackle deviations spotted via internal audit or regulatory inspection according to the stated plan; • Employ different tools and templates for the new processes according to the instructions provided; • Record information regarding implementation process; consolidate the information and present to the management. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Anticipate consequences of activities, plan and implement preventive measures to prevent from negative impacts; • Be flexible on changing routes of process delivery while assertive in achieving quality result.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Implementation of the process improvement measures according to the stated plan to ensure a smooth process.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Identify measures to improve customer experience
2. Code	109473L5
3. Range	Identifying measures to improve customer experience. This applies to different kinds of operations and customer regardless of the segments which they belong to.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the concepts and theories of customer experience management and apply the knowledge to identify areas of high risk and assess risk factors in all aspects of enterprise banking operations; • Well versed of problem-solving techniques and apply it to review areas of risk and investigate identified issues to identify root causes of the problems; • Have the knowledge in customer relationship management and apply it to analyse root causes of negative customer responses; hence to proactively identify methods to address them and improve service delivery processes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify high impact attributes which bring delights (exceptional values) to the customers of the bank and formulate corresponding measures; • 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate customer service guidelines to ensure all parties can follow the standards and reduce the possibilities of violations; • Conduct compliance check to ensure changes are complied with the bank's policy, audit and regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Suggestion of measures to tackle high risk areas identified. The suggestion should be based on analysis in high risk areas identified, customer requirements, regulations and the results of compliance check, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Develop procedures and guidelines for feedback management
2. Code	109474L5
3. Range	Develop guidelines and standard protocol in dealing with challenges from customers. This applies to customers of different segments and products.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess customer relationship management concepts and techniques and based on the knowledge to evaluate the common characteristics of difficult customers in order to design the service protocol; • Well versed of customer feedback analysis and apply the knowledge to investigate past records of complaints and enquiries received in order to identify common difficult scenarios and develop protocol for dealing with them. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct benchmarking studies and evaluate the best practices in banking industries in order to develop suitable strategies for handling difficult customers; • Develop policies and procedures in handling feedback or complaints by customers to ensure the cases are escalated to appropriate level of management; • Develop services standards in handling difficult customers in order to preserve the relationship with the customers and protect the bank's reputation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop strict policies and guidelines in delegating authority to frontline staff in handling requests from customers (e.g. the authority in making concessions); • Define clearly the roles and responsibilities of different parties and ensure relevant individuals understand their accountabilities during the processes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of guidelines and standard protocol to specify desirable and non-desirable actions when dealing with customers' challenges. These should be based on analysis of customers' profiles, past record of complaint cases and best practices in the market, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Conduct research on digital and non-digital customer experience
2. Code	109475L5
3. Range	Evaluating service quality and customer satisfaction level of both digital and non-digital customer experience at the bank and recommending ways of improving service quality to management.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess comprehensive knowledge in designing digital customer experience research and apply it to assess the digital banking environment in the industry; • Understand the concepts and theories of customer feedback analysis and use it to set research objectives and define clearly the customer experience problem statements; • Utilize the knowledge in research methodologies to construct a research plan to help align the bank’s service delivery models and technology investment with customers pressing needs; • Possess marketing techniques and apply it to examine how the bank goes about the marketing of its services and determine how customer service influence customer retention rates. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop improved measures and educate customers to use mobile functionality to strengthen product origination process; • Analyse the needs and behaviours of customers at different service channels and fill in the experience gaps identified by offering solutions to tie in with customer needs in a disciplined manner; • Develop strategies in responding to customers and tailor the customer experience to individual needs through an integrated channel experience and real time processing; • Lead financial technology experts to develop improved measures which allow real time processing in different channels to ensure that customers are instantly able to view account updates and use digital banking functions online 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop strategies, road map, and practice for improving the customer digital and non-digital experiences based on research findings; • Update reports and reviews periodically for continued relevance and accuracy; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting 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; • Updating and reviewing with continuous effort to ensure relevance and accuracy from time to time.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Analyse customer feedback for improving services of the bank
2. Code	109476L5
3. Range	Analysing feedback from customers collected from customer satisfaction survey in order to provide recommendations on improving services of the bank. This applies to feedback on different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in customer feedback management and use it to evaluate the objectives and framework of customer satisfaction survey in order to interpret the results accurately; • Demonstrate professional knowledge across different disciplines of banking services in order to identify meaningful conclusion from the results. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Aggregate and verify information from different sources to have a comprehensive understanding in the bank’s service quality from different aspects; • Conduct different types of analysis (e.g. statistical analysis, taxonomy, matrix analysis) in order to obtain meaningful conclusion from the data; • Evaluate assumptions and constraints of the survey methods and take them into consideration when interpreting the data; • Analyse the respondents’ profile and conduct subgroup analysis to identify direction for improvement measures or future research; • Explain the survey results by identifying the underlying causes of the trends or observations. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Interpret the data and make deduction and inferences about customers’ satisfaction and expectations with the services provided by the bank; • Provide recommendations on services quality improvement based on the analyses of survey data.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of customers’ perceptions on the bank’s services and recommendations on improving services quality. These should be based on consideration and analyses from data obtained from customer satisfaction survey.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Manage feedback from different parties in order to protect bank's image
2. Code	109477L5
3. Range	Analysing feedback from customers collected from customer satisfaction survey in order to provide recommendations on improving services of the bank. This applies to feedback on different businesses / operations of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in customer feedback management and apply it to analyse types of feedback and the effects on the bank's image in order to develop appropriate approach to handle the feedback; • Apply the customer experience management knowledge to develop procedures and guidelines in handling feedback received from external parties, such as customer relationship management and customer complaint management processes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the functions and operations of different units to identify the training needs of staff in handling feedback; • Establish a comprehensive database of customer feedback and the appropriate ways in handling; • 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; • Develop guidelines in complaint handling with respect to quality and technical issues. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide pro-active and responsive service to handle customers' grievances on large-scale incidents and resolving them quickly to the customer's satisfaction; • Manage open criticism from media, regulatory bodies, pressure groups, etc. and minimize any risks in operation, regulation and / or public relations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of procedures and guidelines in handling feedback after analysing the impacts of feedback on the bank's image; • Provision of relevant materials or activities (e.g. procedures, guidelines and training etc.) to assist staff in handling complaints after analysing their training needs in handling feedback; • Handling negative feedback which may have big impacts on the bank's image.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Execute customer experience process improvement measures and controls
2. Code	109478L5
3. Range	Employing the appropriate methods to collect accurate data for all types of customer digital and non-digital experience measures and instil modern technologies to control the effectiveness and validity of testing results.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess in-depth knowledge in customer experience improvement and understand individual team members’ accountabilities in the exercise; • Apply the knowledge in customer experience management to redesign accountabilities of different job roles in order to ensure customer-interacting staff are focused on customers rather than administrative activities; • Apply research and analytical skills to 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. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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; • Conduct review exercises regularly to measure how well the customers, products, processes and staff performances stack up against the “targeted” customer benchmarks; • Automate manual tasks through data integration and workflow; and eliminate the root cause of errors through document simplification and data validation. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Strengthen the bank’s ability to meet customer needs by consolidating customer information into a “single client profile” database; hence to incorporate loyalty and life time value metrics, segment participation, activity history and relationship information of customers for much accurate services offering; • 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; • Set customers’ interest as highest priority when formulating and implementing improvement measures.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Design and execution of customer experience analytics to improve customer interaction and create values; • Rationalizing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management
(Key Function – 8.4 Customer Experience Management)

1. Title	Provide quality services to clients
2. Code	109479L4
3. Range	Delivery of customer service which can exceed customers' expectations. This applies to all different kinds of banking services and customers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the philosophy of service excellence and the importance to bank in order to provide exceptional customer service proactively; • Understand the quality management policies of the bank and quality standards in different processes and apply it to review the quality of existing service delivery. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Observe customers' behaviours / reactions in order to understand their impression on the bank's products and services; • Identify the needs and expectations of customers by communicate with them (e.g. asking questions, listening to them); • Identify solutions which can match or even exceed their expectations. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Keep abreast with best practices in the services of banking industry and identify suitable ideas for applying to daily work; • Interact / Communicate with customers in a polite and professional manner; • Show respect to customers and always demonstrate good service attitude.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of solutions which can meet / exceed customers' expectations based on understanding in their needs; • Good service attitude is demonstrated with contribution to customer satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Handle difficult customers and conflict resolution
2. Code	109480L4
3. Range	Responding to customers' objections or complaints to address their concerns. This applies to complaints on customer services or products offered by the bank and different types of customers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge across different business areas of banking services in order to understand the concerns of customers; • Understand common characteristics of demanding / problem customers in order to tackle their requests tactfully. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide feedback to customers' objections or complaints by asking appropriate questions to solicit responses from customers; • Manage emotions of the customers in order to reduce the stress in the situation of; • Provide responses to customers by addressing each of the issues raised, action taken, etc.; • React diplomatically regardless whether customers' feedback is justified; • Check with customers about their understanding and further feedback before closing the case. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate positive attitude in handling difficult customers, able to manage oneself and stay professional under pressure; • Demonstrate professional communications skills (e.g. advanced listening skills, assertive communication) and emotional management in order to control the situations.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Handling customers' objections or complaints in a diplomatic and professional manner which can address their concerns and obtain their satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management

1. Title	Conduct investigation on complaint cases and make recommendation for actions
2. Code	109481L4
3. Range	Employing different kinds of data collection methods to obtain useful information for finding out the causes of customer dissatisfaction and making recommendations to follow up. This applies to complaints on customer services or products offered by the bank and different types of customers.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge across different business areas of banking services in order to understand the complaint cases; • Demonstrate proficient knowledge in best practices regarding complaint handling and conflict management in order to identify the genuine concerns of the customers. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect information from different sources to verify the information provided by the clients; • Analyse data collected from different channels and identify problem areas and the root causes; • Recommend different alternatives of improvement by analysing root causes of the problems, strategy of the banks and available resources, etc.; • Identify any follow-up actions to be conducted to prevent re-occurrence of the incidents. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Anticipate possible responses from relevant parties, plan and implement preventive measures to manage possible negative responses; • Seek official permission to perform the activities related to the investigation appropriately and consistently.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of causes for the dissatisfied services based on consolidated information collected from different sources; • Provision of recommendations on improvement measures based on information collected from different sources.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Provide timely response to customers regarding their feedback and address their concerns
2. Code	109482L3
3. Range	Handling customers' complaints. This applies to all different kinds of complaints which include complaints on the bank's products, services, behaviours of employees, service quality, environment of the bank premises, etc.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the principles and steps in handling customers' complaints in order to resolve the case effectively; • Understand the importance of complaints handling and the possible impacts on the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Ask appropriate questions to obtain details of the customers' experience and why they are dissatisfied; • Conduct fact finding of the complaints by probing customers in order to understand their genuine needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Pacify customers' emotions by applying suitable steps and tactics in complaints handling; • Resolve customers' grievances by offering feasible solutions to satisfy the requests of customers; • Escalate the case to supervisors when the situations do not improve or the requests of customers require approval from a higher rank employee.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Sufficient amount of information about the details of the complaint cases and customers' experience are obtained; • Suitable solutions to resolve the complaint cases are proposed.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 8. Quality Management

(Key Function – 8.4 Customer Experience Management)

1. Title	Implement survey to collect data on customer satisfaction
2. Code	109483L3
3. Range	Executing data collection plan to collect information regarding customers' perception. This applies to customer satisfaction survey of different target groups and at different scales.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts and techniques of customer satisfaction survey and apply the knowledge to summarize the details of the data collection plan in order to understand the tasks and responsibilities; • Demonstrate basic understanding in survey method and administration in order to carry out the tasks independently. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect data from different sources according to the protocol provided by the bank; • Employ different tools for data collection according to the guidelines and operational procedures provided; • Record the information obtained accurately in accordance with the template provided by the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain professional ethics during the data collection process to ensure data reported to the bank is accurate and reliable; • Observe privacy ordinance and other relevant regulations in order to protect the information of customers.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of data collection activities in accordance to the stated plan to ensure accuracy and reliability of data collected.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Formulate overall sales strategies for enterprise banking
2. Code	109484L6
3. Range	Formulating sales strategies for the enterprise banking business. This applies to development of both short and long term sales strategies and across diverse business areas in different geographical locations.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized understanding on business operations across different disciplines of the banking industry (e.g. common business models, typical structure of a bank, customer segmentation, products and services) in order to identify new developments in the industry; • Possess knowledge in data analysis to conduct research on the development trends in key factors shaping the banking industry (e.g. regulation, macroeconomic environment, technology, customer profile) in order to anticipate the changing banking environment; • Demonstrate thorough understanding of the banking business acumen and evaluate the latest development in corporate and commercial banking, especially the development in China or other new potential / high growth market. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct strategic analysis (e.g. SWOT) to evaluate the strengths and weaknesses of the bank in order to identify the bank’s capability and competitive advantage; • Carry out critical analysis on microeconomic environment and evaluate its impacts on the bank’s operations; • Conduct research to find out the financial needs of different customer segments of the bank and the corresponding strategies for mapping the appropriate products and services to meet client needs; • Develop a structured sales processes and performance measures based on business analyses. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Think strategically to consider both short to medium term sales targets and long term business development goals of the bank; • Evaluate each of the strategic options against the internal resources and relative strengths of the bank in order to maximize sales; • Establish corporate objectives, formulate guidelines and procedures and set sales target / KPI in accordance with well tested forecasting mechanism.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of overall sales strategies for enterprise banking. These should be based on consolidated findings from research across a wide range of areas such as banking development, strategic analysis of the bank, customer needs, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Analyse business intelligence to identify new business opportunities and threats
2. Code	109485L6
3. Range	Formulating new development ideas of enterprise banking and identifying new business opportunities in enterprise banking by analysing business intelligence. This applies to enterprise banking business of different products / customer segments and across different geographical locations.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate specialized knowledge in enterprise banking business including common business models, typical structure of a bank, customer segmentation, products and services, etc.; • Possess market sensitivity and specialized knowledge in economic and social environmental changes regarding enterprise banking business in order to conduct research on the development trends in key factors which shape the banking business (e.g. regulation, macroeconomic environment, technology, customer profile) in order to anticipate the changing banking environment. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate and monitor the development trends in different industries in order to identify new demands on banking products / services; • Conduct comprehensive review on existing products / services in the market and identify unmet needs of clients; • Review the development trends in enterprise banking and anticipate new demand on banking products / services; • Evaluate new / unmet needs of clients and develop original solutions (in terms of products, services, processes, technology, etc.) in satisfying their needs; • Estimate the market size and forecast the profit margins of the new business opportunities identified to formulate a concrete business plan; • Outline capabilities required by individual business opportunity identified and evaluate against the bank's resources in each area. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Set targets for improving the effectiveness of business plans and marketing strategies for different market segments; divide the task into approachable chunks and apply sustained thinking and knowledge of best practice to close the gaps; • Create new demands by analysing client profile, consumer behaviour, lifestyle, social development and latest development in other areas, etc. to anticipate the latent need of clients.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of new and original business ideas on enterprise banking. These should be based on original insight developed from critical analyses on findings from research across a wide range of areas such as banking development, strategic analysis of the bank, clients' needs, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Analyse sales strategies of competitors
2. Code	109486L5
3. Range	Analysing competitor intelligence to facilitate strategy development of the bank. This applies to strategy development in enterprise banking business and across different geographical locations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the banking industry including common business models, typical structure of a bank, customer segmentation, products and services, etc. in order to interpret competitor information accurately; • Apply the expertise in banking industry to evaluate trends and development in the banking industry and evaluate the impacts on the competitive landscape. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on the competitive landscape to understand the relative strengths of different competitors; • Conduct analysis on the revenue stream of different banks in order to identify major competitors of the bank who are competing for the same segments of clients; • Compare the existing offerings of the bank and other competitors in order to find out the unique selling point of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design competitive intelligence system of the bank and develop the plan in collecting useful data from different channels; • Review positioning and sales strategies of the bank in accordance with the strengths of the bank and ensure the repositioning initiatives are coping with the bank's corporate social responsibilities; • Keep updated with the new strategies or activities by the competitors and respond to the competition promptly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of strategies to combat market competition. These should be based on comprehensive evaluation of competitors' information and analysis on the strengths of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Develop marketing and promotional programmes to facilitate sales strategies
2. Code	109487L5
3. Range	Define overall marketing and promotional programmes of a particular business area. This applies to the development of different kinds of programmes to help achieve sales targets of different products and services and in various market segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the fundamental factors of marketing and promotional programmes by analysing various customer segments which the bank aims to introduce / expand the sales of the promoted products and identify the targeted customers; • Possess product knowledge and marketing skills to analyse the features of products / services offered by the bank and identify to what extent they match with the needs of target customers; • Demonstrate understanding of the key elements of marketing and product promotion by analysing the target customers in details and specifying their demographic characteristics, interests, consumer behaviour etc. to find out what are the effective means to influence the target customers. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the results from customer surveys or focus group analysis when designing the marketing and promotional campaigns to cope with clients' interest; • Establish objectives for promotional campaigns on different groups of target customers which can be aligned with the sales strategies and sales targets; • Allocate resources appropriately among sales promotion, advertising, publicity, and sales team's personal selling to support well rounded promotion; • Develop content, appeal, structure and promotional message and select proper channels to ensure promotional messages can reach the target customers; • Develop budget plan which involves cost breakdowns per territory and promotional mix elements, affordability and competitive parity. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct cost and benefit analysis of the marketing campaigns to ensure they are cost effective; • Develop measuring mechanism to track the results of the marketing and promotional campaign hence to ensure the delivery of effective results; • Develop review process to track if pre-set objectives of the campaign are achieved and modify plans as required in order to bring about continuous improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 models, resources allocation, message content, channel and budget etc. The proposal should be based on analysis on customer characteristics of different segments.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Develop sales plan and implementation details for different teams
2. Code	109488L5
3. Range	Develop sales plan for each individual sales team. This applies to the sales of diverse products and services in different targeted market segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Apply the knowledge and theories in sales and marketing to evaluate the management’s strategic objectives and business goals; • Demonstrate knowledge and understanding in sales and marketing by evaluating the products and services offered by the bank and estimate their contribution to the business goals; • Demonstrate thorough understanding and implementation capability by applying the high-level conceptual selling techniques to translate long term vision into practical business strategic goals. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse past records and existing resources in order to formulate actions to achieve the assigned sales targets; • Develop sales plan to execute the strategies adopted by the bank which covers the following details: <ul style="list-style-type: none"> ▪ High level descriptions on how to achieve the sales targets; ▪ Breakdown of the high-level sales plan into well-conceived sales action scheme; ▪ Specify the responsibilities, timeliness and performance measures of different parties involved; • Develop key measurements that can be used to mark the progress of sales plan to provide feedback to the sales force; • Provide the sales force a clear tactical plan that is in alignment with the strategic objectives of the management. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop checking measures to anticipated obstacles in order to facilitate the effective implementation of the sale plan; • Develop proposal on sales incentive plans with liaison with relevant parties; • Analyse the possibility and practicality of sales plan with the sales force; invite members’ comments for further enhancement and assign realistic goals.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.1 Sales Strategies and Implementation Plan Formulation)

1. Title	Collect, analyse and report business intelligence information on the financial needs of different client sectors
2. Code	109489L4
3. Range	Collect information on market supply and customer demand for the products and services provided by corporate and commercial banks in the same geographical location. This applies to diverse lines of products and services in different enterprise banking business units.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand how to conduct market research in enterprise banking sector and apply the skills to summarize the features of products and services provided by different banks and the competitive landscape in the enterprise banking sector so as to understand the focus of research programs; • Demonstrate understanding in the research approach by applying 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. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Manage market research project, find existing information resources and survey customers to acquire critical market intelligence by providing an independent perspective; • Obtain fore knowledge of competitors strategies and how they are implementing their plans to assist management to predict future challenges and safeguard own business; • Collect necessary information in different situations according to research plans established; • Measure marketing effectiveness and compare results with the range of returns achieved by others who are operating in similar product markets. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Step through a structured process for the consolidation of information hence to uncover the comprehensive picture of the market environment; • Report the information analysis and forecast for strategic planning to ensure the analysis is useful and constructive in grasping client's needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • A report of 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Design sales leads generation programme to attract new prospects and retain existing valued clients
2. Code	109490L5
3. Range	Developing campaigns / activities to attract new prospects. This applies to different segments of clients of enterprise banking.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the technical knowhow in in generating sales leads and apply in to evaluate common methods / sources in sales leads generation (e.g. referrals from existing customers, conferences / seminars, networking activities, cold call, internet, etc.) in order to design suitable programme to attract new customers; • Demonstrate expertise in market segmentation by customizing campaigns / activities to different groups of customers. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct analysis on customer analytics in order to find out sources of selling opportunities; • Construct the profile for potential sales leads and develop suitable programmes in order to attract their interests; • Develop proposal of the sales leads generation programme and evaluate different approaches in marketing campaigns by specifying the format, coverage, theme, goals, etc.; • Keep updated with the changes in customer profile and thoroughly evaluate it to identify their business potential, especially characteristics of enterprise customers from the Mainland China. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Set objectives for the sales leads generation and develop the details of operational plan (e.g. roles and responsibilities, resources, venue, target audience, promotion, etc.) in order to hit at the right targets; • Liaise with business partners (e.g. media) who can provide operational facilitation on sales leads generation programmes and have access to large pool of prospect hence to deliver cost effective programmes; • Observe legal and compliance requirements and keep the information of prospects strictly confidential.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of campaigns / activities to acquire new customers or regain loss customers for the bank. The format, coverage and operational details of the campaign / activities should be based on comprehensive analysis on the profile of target customers.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Manage and coordinate the sales and promotional activities of different sales and service channels
2. Code	109491L5
3. Range	Managing and liaising with different channels such as enterprise banking centers, relationship management sales teams, digital banking services centers and marketing units, etc. when designing and implementing sales or promotion activities. This applies to activities in different formats and for different target client groups.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess expertise knowledge in the coordination of sales promotion activities and apply it to evaluate the capacity and functionalities of different sales and services delivery channels in order to design sales and promotion activities; • Apply the knowledge in sales promotion to assess 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. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse the financial behaviours and needs of bank customers, including the utilization record of different channels, segmentation data, demographics, survey research and modelling, etc.; • Analyse 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; • Develop business and performance targets of different sales and service channels in order to enhance the sales performance of different channels; • Assist the design and implementation of new channel programmes and product information programs by sharing the insight gained from the past experience; • Formulate plan to strengthen targeted marketing strategies and deepen customers and prospect relationships based on the financial behaviours of clients; • Liaise and determine levels of support required by different channels in each of the sales and promotion activities to ensure effective implementation. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Provide data to help identify sales barriers and specific problem areas and help in correcting these problems; • Provide tools and techniques necessary for sales and service channels to measure their performance and potential.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing sales and promotion plans including periodic sales targets, sales and promotion activities, resources allocation and evaluation tools for different sales and services channels. The layout of design is developed based on the analysis on the characteristics and functions of different channels.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Conduct pipeline management
2. Code	109492L5
3. Range	Tracking and monitoring the sales pipeline of the bank to improve sales effectiveness. This applies to sales pipeline of different segments of enterprise clients and different products.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different sales concepts and techniques by apply them to evaluate the effectiveness in selling in order to manage the sales pipeline; • Demonstrate application of sales pipeline management techniques by monitoring sales activities and pipeline progress after each contact with customers; • Apply selling skills and in-depth product knowledge to evaluate features of products and services offered by the bank in order to provide suggestions on selling approach. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Design the framework and criteria for qualifying prospects to ensure the quality of prospect and alignment with the bank’s objective; • Manage the sales cycle by evaluating the progress in developing relationship with prospects and identify the reasons when the situations are not as expected; • Review progress of cases in the sales pipeline and analyse the background and needs of different clients in order to develop customized measures to maximize business opportunities; • Provide recommendations in developing the overall sales strategies by analysing opportunities and challenges identified in the sales pipeline. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Analyse the long-term benefits (e.g. projection of future business opportunities, referrals of other clients) that can be brought by the prospects to determine amount of resources to be invested to nurture the prospects; • Direct and coordinate with different teams in order to provide resources and expertise to provide solutions to the opportunities identified; • Analyse potential value of each prospect in order to conduct prioritization on business opportunities while their needs could be met; • Evaluate unsuccessful cases and identify learning points for future planning.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of overall sales strategies by analysing potential benefits of different businesses, objectives of the bank and learning points from past experience, etc.; • Monitoring of sales progress in order to design suitable measures to enhance sales effectiveness. These should be based on tracking of sales progress and evaluation of the background, needs and value contribution of each client.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Conduct sales prospecting to qualify potential clients
2. Code	109493L4
3. Range	Collect information on market supply and customer demand for the products and services provided by corporate and commercial banks in the same geographical location.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Summarize the features of products and services provided by different banks and the competitive landscape in the enterprise banking sector so as to understand the focus of research programs; • Possess the knowledge of data collection under different situations in order to gather a comprehensive range of accurate and timely information on market supply and customer demand. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Manage market research project, find existing information resources and survey customers to acquire critical market intelligence by providing an independent perspective; • Obtain fore-knowledge of competitors' strategies and how they are implementing their plans to assist management to predict future challenges and safeguard own business; • Measure marketing effectiveness and compare results with the range of returns achieved by others who are operating in similar product markets. <p>6.3 Professional behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Step through a structured process for the consolidation of information; • Report the information analysis and forecast for strategic planning.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Conduct networking activities to obtain business contacts
2. Code	109494L4
3. Range	Participating in different kinds of networking activities in order to obtain more business contacts. This applies to all networking functions in general including means of obtaining potential clients of different segments.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in client segmentation by identifying the characteristics, life cycles, interests, hobbies, etc. of target clients / business partners to facilitate the communication with them; • Possess the knowledge in client data storage and analysis by developing a database to store customers' details; • Demonstrate professional interpersonal skills in order to cultivate networks of contacts for exploring information on potential business opportunities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Set objective for each contact with existing and / or potential clients and update call report after each contact with them; • Apply effective communication skills (e.g. active listening) during encounters with prospective customers and obtain information in order to identify opportunities; • Develop trusting relationship and manage the expectations of the new acquaintance by addressing the issues and concerns raised by them; • Maintain a strong network of contacts in order to ensure continuous flow of new prospects into the pipeline. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate basic knowledge in social etiquette in order to project a pleasant impression in social functions; • Display a professional image during social functions to promote oneself and the branding of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of effective communication and interpersonal skills in order to establish a harmonious relationship with potential clients / business partners.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Provide support to marketing and promotion activities
2. Code	109495L4
3. Range	Provide resources and administrative support to facilitate different kinds of marketing and promotion activities including but not limited to telemarketing, road show, trade fair, market research. This applies to marketing and promotion activities of different products and services rendered to different target groups.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Acquire information related to the overall marketing strategies of the bank and understand how these affect the marketing activities; • Apply the knowledge and theories in marketing to review the marketing and promotion activities conducted by the competitors; • Understand the objectives, profile of target participants, workflow process, products / services promoted and resources requirement for each of the activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Coordinate the marketing programmes with the bank’s marketing teams which cover the following activities: <ul style="list-style-type: none"> ▪ Telemarketing; ▪ Road show support service; ▪ Survey; ▪ Market research; ▪ Trade fair; ▪ Outline the resource s requirement of each activity and report to management if expenditure exceeds the budget; ▪ Prepare, source and deploy necessary tools and materials to support the marketing activities; ▪ Participate in different kinds of marketing activities by utilizing skills in event management and carry out post-event evaluation. <p>6.3 Professional behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Employ suitable methods to collect statistics on resources deployment, participation rate, sales and other activities for evaluation and future planning; • Collect customer feedback and report to management for analysis; • Use different methods to collect and compile information for the participants’ database and update regularly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of support to the operation of each activity according to its objectives, workflow and resources requirement, etc.; • Collection of relevant data by using different methods according to the nature of the information to be collected.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management
(Key Function – 9.2 Pre-Sale Management)

1. Title	Disseminate promotion materials to sales staff
2. Code	109496L4
3. Range	Disseminating promotion materials related to the bank's products and services or marketing and promotional activities to staff with sales accountabilities. This involves sales staff who is responsible for different products and services of various target segments.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the work responsibility of sales staff in different teams and gather information related to their job responsibilities of different roles which include the division of work, responsible products and services and sales targets; • Possess the operations knowledge of the sales teams and apply it to assess the workload and responsibilities of individual sales job role hence to delegate promotion work appropriately. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Maintain and update related inventory records to ensure a sufficient supply of tools and materials are available to support the sales activities of frontline sales staff; • Select and provide a range of promotion materials which are customized to the jobs of different sales staff for their effective applications; • Collect and disseminate updated promotion materials of new products, sales campaign and promotional programmes to all sales and service channels of the bank; • Set up effective communication channels for the sales and service units to convey and explain policies, rules and regulations hence to facilitate effective implementation of promotional programmes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Improve planning in promotional support by gathering recommendations of sales staff, providing better insight into clients' demand and improving operational efficiency; • Organize staff consultation meetings regularly to capture their views on promotion activity support and cultivate effective teamwork.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Organize record of sales activities and clients' data
2. Code	109497L3
3. Range	Recording sales data in every step of the sales cycle which include but not limited to information of customers, products and transactions. This applies to sales of products and services of any kind and of different volumes.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the standard procedures of tracking systems so that the system can be operated independently; • Understand the compliance requirements and take steps to ensure the necessary data of sales activities is recorded to comply with the requirements of the bank's internal tracking system. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Maintain and update the sales data to ensure its accuracy and integrity according to the bank's guidelines; • Report irregularities or missing sales data and seek information from appropriate means to supplement the insufficiency. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Generate reports to provide visibility on sales activities and monitor sales results by employing suitable templates; ensure they are presented in accordance with the standards of the bank; • Provide relevant statistics and conduct analysis related to sales cycle management upon request of different authorized parties; • Identify business opportunities / suitable products for customers through analysing data collected and provide insight to relevant parties for their follow up.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of appropriate actions to ensure the quality of the data in the tracking systems and report irregularities; • Provision of accurate and timely report on sales data which can fulfil the informational requirements as requested by different parties by using suitable templates.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.2 Pre-Sale Management)

1. Title	Provide back office support to sales activities
2. Code	109498L3
3. Range	Provision of 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. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in types and of documents and their usage hence to apply the knowledge to identify documentation (e.g. policy statements, status disclosure) required for the operational processes and issue them in accordance with the bank’s guidelines; • Understand the IT operations systems of the bank and provide and maintain effective client server computing environment to support the bank’s sales activities according to the bank’s guidelines; • Possess the bank’s data knowledge to compile and maintain client database and update regularly; <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • Generate comprehensive management reports on customer accounts by using the standardized templates of different database systems; • Execute internal sales operations service according to the bank’s stated procedures to support frontline sales activities; • Carry out periodic reviews to collect statistics to support the bank’s current and future sales and service delivery activities according to the bank’s stated procedures; • Provide back office fulfilment and transaction processing activities to complete the sales generated from frontline sales and service channels according to the bank’s stated procedures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Carry out administrative work by applying the bank’s compliance on processes management to complete different types of transactions; • Conduct benchmarking and follow the best practices to provide back office support services.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of useful statistics independently which can fulfil request of sales staff by adopting standardized templates in different database systems; • Execution of administrative duties in selling independently according to the bank’s stated procedures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Determine the strategic approach in considering market niches and segments for obtaining business deals
2. Code	109499L6
3. Range	Developing strategies (e.g. products, credit facilities, pricing, terms and conditions) and structure the negotiation approach for business acquisition. This applies to large volume and complicated business in enterprise banking which requires customized solution.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate business sense and knowledge in economic environment by applying the knowledge to evaluate the macroeconomic conditions (e.g. economic, political, regulations, etc.) and the impacts on the selling activities of the bank; • Demonstrate professional knowledge in the clients’ industry, e.g. key terms and terminology, performance indicators for analysis, business cycle, competitive landscape, latest development, etc.; <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Apply data gathering and analysis skills to conduct research to track the changes in internal and external environment and promptly measure the impacts on the bank’s selling activities; • Utilize the expertise and industry knowledge to analyse where the customers stand in the current market situation; • Develop a plan to pursue the business deals by specifying the goals to be achieved according to the bank’s objectives and how to meet customer needs; • Conduct analysis on the risk exposure of the bank associated in the business deals and prepare evidence to justify the deals; • Analyse the strengths and competitive advantage of the bank in order to develop the sales approach and messages delivered to clients; • Evaluate the potential profitability and probability of risk of each business deal in order to determine the go and no-go decision. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Be customer centric in evaluating critically the background of clients’ companies and the information of the current businesses / projects in order to analyse their financial needs and offer customized solutions; • Coordinate with product specialists to construct a customized solution according to the specific needs of clients; • Develop the selling approach by clearly specifying pricing, value-added services, terms and conditions, etc. offered to the clients; • Develop and integrate risk mitigation measures and strategies under the product offering to customer (e.g. credit facilities) to prepare for the event of adverse credit event and with a view to protect the interest of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of strategies to specify the product solutions and other services offered to the clients in order to acquire the business deals. These should be based on consolidated findings from research and analyses across different areas, such as research on industry development, evaluation of clients’ financial needs, risk

	assessment on the lending activities, and long term relationship consideration profitability estimation of the business, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Conduct research on performance of existing / potential enterprise banking clients for their complex needs
2. Code	109500L6
3. Range	Conducting different kinds of analyses to evaluate the business performance of enterprise banking facilities applicants. This applies to large volume and complicated business in enterprise banking which requires customized solution. Banking services offered to this segment of clients may involve originating, structuring, underwriting, executing and syndicating a wide variety of capital-raising transactions across different markets.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in business firm performance assessment to evaluate different approaches in analysing company performance in order to develop a suitable approach for assessing the current banking facility application; • Demonstrate professional knowledge in the clients' industry, e.g. key terms and terminology, performance indicators for analysis, business cycle, competitive landscape, latest development, etc. in order to identify focus and scope of company analysis; • Understand the features of different financing products and the characteristics of clients' business structure; hence to identify appropriate loan programmes and capital resources that suit the capital raising needs of corporate clients. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Consolidate information useful for evaluating the businesses in order to have a thorough understanding of its current performance (e.g. study economic reports and daily updates on the client industry's financial market conditions to help clients make strategic capital decisions) and employ different channels to obtain the information; • Evaluate financial position of customer by analysing credited financial statements, business contracts, ageing reports and, etc.; • Conduct research on the industry where business belong to (e.g. products, competitive landscape) and identify the challenges and opportunities faced by the businesses; • Evaluate the key players in clients' industry and the market positioning, market share, market power, strengths and weaknesses of the clients. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Be client centric and conduct research on key forces shaping the industry of the clients' businesses and analyse the impacts on clients' businesses; • Offer financial advice upon the completion of a thorough analysis on the client's strategic direction and major business initiatives in order to help use banking facilities more effectively.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Comprehensive evaluation on the enterprise banking facility applicants / capital raising corporate clients to produce thorough analysis report on their current and future business performance. These should be based on analyses covering different areas of the business such as evaluation of industry outlook, competitors' information, risks in extending the loan and the business models of the loan applicants / capital raising corporate clients, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Structure and put forward customized solutions for enterprise banking clients to meet their financial needs
2. Code	109501L6
3. Range	Delivering details of the customized solutions (e.g. product details, pricing, terms and conditions) to clients to obtain their engagement. This applies to large volume and complicated business in enterprise banking which requires customized solution.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional communication and presentation skills in order to communicate the proposal clearly; • Demonstrate professional selling skills by applying it to evaluate the buying process and identify factors that can exert influence on clients' decision; • Demonstrate professional knowledge across the wide range of products by presenting products proposals or handling corporate clients enquiries effectively; • Demonstrate professional knowledge in corporate and commercial lending in order to understand the needs of clients and structure the presentation. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Liaise with product specialists to present the technical details to clients; • Evaluate the financial status and business model of clients and identify how the solutions can be matched with their operation / business initiative / project; • Describe the details of the tailored product package and proposal in an accurate manner and check the understanding of clients; • Communicate value proposition of the products by developing a sales message to provide strong justification and rationale; • Evaluate the business negotiations continuously and make appropriate changes in sales approach in order to increase the odd of success. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Communicate risks to customers in accordance with sales compliance; • Manage the expectations of clients in order to preserve a long term harmonious relationship with them; • Estimate possible enquiries or objections from clients and coordinate with different technical specialists to prepare for addressing technical issues in advance; • Communicate the concerns and feedback of clients to the technical specialists and coordinate with them in restructuring the customized proposal, if necessary; • Focus on genuine needs and pay attention to buying signals from prospects and gain their commitment at appropriate time by using suitable closing techniques.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting business presentation to ensure clients' understanding on the solutions offered by the bank. The presentation should be structured in a systematic and persuasive way which can allow audience to understand the benefits and unique value of the proposal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Conduct company financial analysis to identify clients' needs
2. Code	109502L5
3. Range	Conducting different kinds of analyses to evaluate the company performance of banking facilities applicants as part of the account planning process. This involves reviewing of different financial reports of the clients and applies to different kinds of lending to small and medium sized enterprises.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate in-depth knowledge on company financial analysis by applying it to evaluate different common methodologies within the bank's framework in analysing company performance and to develop a suitable approach for assessing the current banking facility application; • Demonstrate professional knowledge in the clients' industry, e.g. key terms and terminology, performance indicators for analysis, business cycle, competitive landscape, latest development, etc. in order to identify focus and scope of company analysis. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify information useful for understanding the businesses and employ different approaches to obtain the relevant information for account planning purpose (e.g. send request to clients, industry practitioners, etc.); • Consolidate relevant financial data and evaluate financial position of client by analysing financial statements, business contracts, ageing reports and, etc.; • Analyse the strategic direction and major business initiatives to identify the future potential, challenges and opportunities of the company; • Evaluate the business models and identify factors that may impose significant effects on their earnings and cost structures hence to predict the prospect of the business; • Assess the risk of potential financial loss that doing business with the client, ultimately determining whether to offer the credit facilities. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify key forces shaping the industry of the clients' businesses and learn from the accuracy of historical forecasts to make adjustments to the assessment methods; • Analyse the value chain of the business and adopt a holistic consideration to assess opportunities and risks associated with the client's operations; • Compare the performance, business model and operations of the clients with companies of similar size in the same industry hence to produce a fair judgement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Comprehensive evaluation on the enterprise banking facility applicants to provide analyses on the current and future business performance. These should be based on analyses covering different areas of the business such as evaluation of industry outlook, competitors' information and the business models of the loan applicants, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management
(Key Function – 9.3 Business Pitching)

1. Title	Present financial solutions to general enterprise banking clients
2. Code	109503L5
3. Range	Delivering details of the solutions (e.g. product details, pricing, terms and conditions) to clients to obtain their engagement. This applies to different kinds of lending and services to general enterprise clients including but not limited to accounts receivable financing, invoice factoring, global trade financing and asset-based lending.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional communication and presentation skills in order to communicate the proposal clearly; • Possess the product knowledge and knowledge on the client and be able to highlight key factors that can exert influence on client’s decision in the presentation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Match appropriate banking products with customer needs in order to offer the best solutions for clients and describe the details of the proposal (e.g. terms and conditions) in an accurate manner; • Evaluate the business negotiation continuously and make appropriate changes in sales approach in order to increase the odds of success; • Communicate risks to customers in accordance with sales compliance and check client’s understanding of clients; • Manage the expectations of clients in order to preserve a long-term harmonious relationship with them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Make enough preparation to forecast possible enquiries or objections from clients and get proper answers ready in advance; • Handle the enquiries from clients professionally to address technical issues in order to close the deals with client satisfaction; • Be client focused by paying attention to prospects’ buying signals and gain their commitment at appropriate time by using suitable closing techniques.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting business presentation to ensure clients’ understanding on the solutions offered by the bank. The presentation should be structured in a systematic and persuasive way which can allow audience to understand the benefits and unique value of the proposal.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Negotiate with the clients to finalize the customized financial solutions
2. Code	109504L5
3. Range	Negotiating with clients to finalize all details included in the solutions as offered by the bank. This applies to large volume and complicated business in enterprise banking which requires customized solutions. It may sometimes involve originating, structuring, underwriting, executing and syndicating a wide variety of capital-raising transactions across international capital markets.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in business negotiation by evaluating different negotiation strategies and theories in consumer psychology and applying them aptly according to the situations; • Demonstrate professional knowledge in corporate and commercial lending to assess the counter offers proposed by clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess the bottom line of prospects (i.e. must have, should have, nice to have) in order to propose a compromise solution; • Determine the bottom line of the bank and develop different concessions alternatives with an attempt to maximize the bank's outcomes; • Evaluate the position of the bank and client by estimating the risks exposure faced by the bank and evaluating against its risk tolerance ability when restructuring the position; • Anticipate the potential concerns and objections of the prospects in order to develop possible counter-solutions to pre-empt their concerns. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Be client focused and identify the negotiation styles of prospects to adapt to their styles while planning the negotiation strategies; • Address actual client needs during negotiation and employ influencing and persuasive skills to provide compelling reasons to facilitate the decision-making process of clients; • Be well prepared in coordination with different technical specialists to restructure the proposal according to clients' needs, if necessary; • Determine when to withdraw from the negotiation if a feasible / profitable deal cannot be achieved and conduct the closure professionally and tactfully.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Agreement on structure of the credit facilities, terms and conditions of the contracts which can provide maximum value and protection to the bank. The agreement should be based on evaluation of the expectations and requirements of the bank and clients as well as risk tolerance ability of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Gain mutual agreement and close the deal
2. Code	109505L5
3. Range	Presenting and gaining agreement on the final proposal with client's concerns addressed and options revised in order to close the deal. This applies to different kinds of lending related to standard loan products and services including but not limited to accounts receivable financing, invoice factoring, global trade financing and asset-based lending granted to general enterprise banking customers.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professional knowledge in business negotiation by applying the knowledge to evaluate different negotiation strategies and theories in consumer psychology in order to apply them aptly according to the situations; • Demonstrate product knowledge and analytical skills by evaluating the features of different banking products in order to assess the counter offers proposed by clients. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Present the solutions with client's perspectives addressed and explain how the issues were tackled; • Specify terms and conditions of the business proposal clearly with detailed breakdowns and rationale and ask for client's agreement; • Address actual client needs during agreement seeking process and employ influencing and persuasive skills to provide compelling reasons to facilitate the decision-making process of clients; • Anticipate the potential concerns and objections of the prospects in order to develop possible solutions to pre-empt their concerns. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate full consideration of all aspects of client's concerns when proposing options for final agreement; • Assess precisely and realistically the benefits and costs of each business option for gaining business agreement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Agreement on terms and conditions of the contracts which can provide maximum value and protection to the bank and the clients. The agreement should be based on evaluation of the expectations and requirements of the bank and clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Design and implement client's profile and sales record analytics
2. Code	109506L5
3. Range	Design and execution of analysis on client information of the bank in specific business area or operation unit. This includes all information related to bank's existing clients such as directorate personal information, business information, credit history, transaction record and service reports etc.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate sufficient knowledge in client's profile analysis by applying it to evaluate different kinds of client information and assess the use in bank's business and operations; • Understand the market development to evaluate the up-to-date methods of information management in order to select a suitable approach for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop and implement systems to record sales activities from initial client contact to successful close of a banking transaction; • Build basic systems and practices of constructing client profile and sales record to help analyse financial standings of clients; and translate data into client needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review and continuously re-develop the methods in the maintenance of client transaction record to facilitate forecasts anticipated revenue by a variety of date ranges, i.e. monthly, quarterly, annually; • Think out of the box by re-designing the template of reports and presentation format of statistics to serve as input for client relationship management plan.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision on data management systems and report format which is able to report accurate and timely client information. The design of the systems is based on an accurate understanding of the needs of different parties and allows an effective and efficient recording, storage and retrieving of client information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Provide information on clients' needs for solution development
2. Code	109507L4
3. Range	Cooperating with product specialists by providing useful information on client's needs for developing product solutions. This applies to both standardized range of products and customized services structuring in enterprise banking.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank's products and services of different business areas (e.g. enterprise banking, corporate commercial banking, private banking, investment banking, treasury) in order to identify clients' needs; • Understand basic concepts in financial engineering and financial product development in order to communicate with product specialist about the needs of prospects. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct different types of analyses in order to understand clients' business operations and their respective financial needs; • Communicate with product specialists about the needs of prospects and provide them with necessary information in order to develop the products; • Capture the key characteristics of clients and keep product specialists updated about the changing business conditions and financial needs of prospects; • Conduct suitability analysis in order to ensure the products designed / selected are in accordance with financial conditions and needs of prospects. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take actions to ensure the outcome of the product solution development process meets the requirements of both the timeline and budget which tied in with client's needs; • Provide proactive and customised services to create and deliver value for clients when structuring product solution.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of clients' information to facilitate the process of products development. The information provided should be able to help product specialists to understand clients' financial needs in order to ensure the products developed can match with the needs of clients.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.3 Business Pitching)

1. Title	Identify business opportunities of enterprise banking clients and make referrals
2. Code	109508L4
3. Range	Identification of clients' financial needs on banking products offered by other units of the bank. This applies to clients of different segments and financial needs on different kinds of banking products.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in products and services offered by different business areas of the bank (e.g. enterprise banking, private banking, investment banking, treasury) in order to identify suitable products for clients; • Demonstrate proficient selling and communication skills in order to identify the financial needs of clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct different types of analyses in order to understand clients' business operations and their respective financial needs; • Identify additional products or services that can satisfy clients' needs and refer clients to the appropriate parties; • Manage the on-going relationship with enterprise clients; obtain their feedback on products and services and communicate with the relevant parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professionalism by applying impartial and unbiased judgment throughout the client needs assessment process; • Exercise risk-based thinking in considering client' business opportunities and profitability.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Referrals of enterprise clients to other business areas of the bank. The referrals should be based on accurate assessment of clients' financial needs and service requirements (for non-borrowing customer).
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Formulate strategies and action plans for the development of Customer Relationship Management (CRM) systems
2. Code	109509L6
3. Range	Formulating strategies and action plans of developing CRM systems to manage sales and relationship management activities of different business areas. This applies to different kinds of CRM systems which cover information of all customer segments.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of CRM systems and apply it to evaluate the latest development of CRM in service industries; • Demonstrate expertise in analysing and interpreting client data by critically evaluate information which influences CRM strategies, such as: <ul style="list-style-type: none"> • Basic principles of CRM; • Common approach and tools in CRM; • CRM strategy of the bank; • Sources to allocate client data of the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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 clients; • Evaluate measures of client service performance at the organizational, departmental and individual job levels thus to identify the actual requirements of the CRM systems; • 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; • Plan the deployment of CRM strategy to ensure it is in line with the road map developed. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Provide advice in the analysis of current and future client requirements with forward looking views and apply them in designing the CRM systems; • Evaluate different alternatives and select CRM software solutions that best fit the bank's and the client's requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulating strategies and action plans on the development of CRM systems after analysing requirements of clients 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Tailor appropriate customer services / products for different clients
2. Code	109510L5
3. Range	Evaluation of customer data to design customized marketing programmes and / or public relations activities to promote suitable services / products for specific business areas of different client segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in client data analysis by applying it to evaluate real time client information for both marketing and service purposes, along with detailed service center management operations data to design suitable programmes for targeted client segments; • Possess event management skills in order to develop and organize customer interaction programmes / activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish different communication channels to provide customers' access to bank product or activity information and provide feedback; • Apply the client data analysis expertise at the account planning phase to scrutinize information about the clients' buying habits, utilization of banking services or demographics to accomplish targeted marketing programmes; • Evaluate the findings of targeted marketing analysis to market the right products to the right customers at the account planning stage. • Develop different programs or activities to interact with customers based on the preference of different market segments; • Develop and implement loyalty programs to engender and enhance customer loyalty; • Design customer interaction processes in the service delivery flow to ensure individual relationship with customer is established. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop cost effective evaluation metric and performance standards for the programmes by utilizing specialized skills in performance measurement; • Select suitable tracking and monitoring methods to evaluate the performance of the programmes; • Design mechanism in analysing and reporting the evaluation on programme's effectiveness which include bottom line figures, customer perception, costs, participation rates etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Develop cross border customer relationship through provision of market update information
2. Code	109511L5
3. Range	Master updated market information of different enterprise banking products; understand their limitation and regulatory requirements to tie-in with various financial needs and risk appetite of cross border customers.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess concepts and knowledge in customer relationship management and apply them to build clients’ trust and loyalty by proactively offering convenience, simplicity, transparency and security when interacting with them; • Realize different types of credit, insurance and other product options (financing, protection cash management, transactions) and its importance in the financial planning; • Comprehend the cross-border products and services options thoroughly, their limitation and regulatory concern. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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; • Share with cross-border customers the pros and cons of different investment and insurance options; clearly state the regulatory requirements and other restrictions. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Set highest priority for customers’ interest when considering what kinds of information should be provided to them; • 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 business and personal financial goals and risk profile.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Transmitting useful product information to cross border customers including special features, regulatory requirements and limitation that may affect them; • Stating 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Provide professional advisory services to clients at different stages of the company life journey
2. Code	109512L5
3. Range	Provision of advisory service to enterprise banking clients by mobilizing the full resources of the bank to help clients achieve their business, financial and personal goals. The solutions span the complete range of advisory, capital raising, treasury and liquidity, sales and trading, banking transactions, cash management, business models restructuring, production plant removal, and research capabilities.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Have an in-depth understanding of the economic development trend and apply the knowledge to evaluate the global economic environment in order to identify possible impacts on clients' business operation; • Evaluate client profile and have a thorough understanding of the details of clients' business and operation mode and identify the challenges they are facing at their current stage of life cycle; • Possess high level customer relationship management techniques and utilize it to establish strategic dialogue to build long term relationship with enterprise banking clients by providing advice on liquidity, financial stability of clients and their business; • Possess the knowledge of business life cycle (i.e. launch, growth, shake-out, maturity and decline) and offer appropriate advice at different stages of the organization experiencing. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Coordinate local and overseas industry and product partners to proactively generate ideas and solutions which can best suit the specific business needs or personal financial goals of clients at their current stage of business life cycle; • Organize information flow with product specialist, internal and external legal, tax, accounting, and regulatory parties to provide useful advice to clients; • Employ a consultative questioning approach that gain in-depth knowledge of clients' business performance, status of company life journey, challenges facing, financial priorities and connect them to the bank's solutions that meet their financial goals; • Communicate with clients to check and confirm the advice offered can meet their genuine needs at different stages of their business life cycle. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Manage enterprise banking clients' business needs and strategies, provides financial counselling, advice and expertise in complex loan structuring and strategic business planning solvency at their different stages of business life journey; • Analyse client needs and collaboratively work with local and overseas business and product partners to provide appropriate products and services to meet their current business life cycle needs;

7. Assessment Criteria	The integral outcome requirements of this UoC are: <ul style="list-style-type: none">• Providing professional advice and customized solutions in partnership with local and overseas industry experts, product specialists, legal and tax advisors to structure customized financial solutions to meet enterprise banking clients' needs at different stages of their business life journey.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Handle clients' enquiries
2. Code	109513L4
3. Range	Handling different kinds of customer enquiry appropriately. This applies to enquiries in all forms and in every aspect which can affect customer satisfaction.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts and theories of customer relationship management and apply it to be familiar with the profiles of different customers; • Possess the knowledge related to the customer's buying habits, utilization of banking services or demographics to accomplish targeted marketing. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Answer customer's enquiry and provide appropriate feedback or solutions to customers; • Follow up on customer's enquiry and tactfully probe further to uncover genuine needs; • Perform conflict resolution to turn unsatisfactory customers into happy customers who believe the bank cares about their problem and wants to help them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Adopt a customer-centric mind set when interact with customers; • Show caring and respect to the customers; react responsively and timely to their demand; • Communicate with customers proactively to probe for their opinions and needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Handling of customer enquiries. The response should be customized to the specific situations so as to employ an appropriate method which can resolve the concerns of customers successfully.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Manage client information and sales record
2. Code	109514L4
3. Range	Management of customer information of the bank in a 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.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of the bank's requirements on client information and record processing and based on that to evaluate different kinds of client information and assess their usage in the bank's business and operations; • Comprehend the up-to-date methods of information management and is capable to select a suitable approach for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop and implement systems to record sales activities from initial customer contact to successful close of a banking transaction; • Build basic systems and practices of constructing customer profile and sales record to help analyse financial standings of customers; and translate data into customer needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the maintenance of customer transaction record in a cost-effective manner to facilitate forecasts and view anticipated revenue by a variety of date ranges, i.e. monthly, quarterly, annually; • Provide advice on the design of the template of customer transaction reports which allow sales teams of different channels to analyse opportunities by lead sources, geographical location, bank account and customer segment; • Design the template of reports and presentation format of statistics with a customer-centric thinking to serve as input for customer relationship management plan.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 allows an effective and efficient recording, storage and retrieving of customer information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Handle feedback and complaints
2. Code	109515L4
3. Range	Handling 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, behaviours of employees, service quality, environment of the branch, etc.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the principles and processing procedures in handling customers' complaints in order to resolve the case independently; • Understand the importance of complaints handling and the possible impacts on the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Ask appropriate questions to obtain details of the customers' experience and why they are dissatisfied; • Listen to customers' concerns, queries, questions or objections attentively and respect his or her right to express opposite opinions; • Probe customers in order to understand their genuine concerns in addition to the superficial reasons of objection or complaint; • Pacify customers' emotions by applying common steps and tactics in complaints handling; • Offer feasible solutions to satisfy the requests of customers; • Escalate the case to supervisors when the situations do not improve, or the requests of customers require approval from a higher rank employee. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Take customers' complaints as opportunities to identify insufficient service areas and react positively to enhance service delivery; • Be flexible and open to understand boarder priorities, hence, to seek new and diverse views and respect others' opinions; • Analyse and appreciate the needs of others, respond with all actions in an equitable and transparent manner.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Sufficient amount of information about the details of the complaints case and customers' experience are obtained; • Suitable solutions to resolve the complaint cases are proposed; • Acknowledgement and learning experience are gained from mistakes; showing respect and following policies, procedures and decision-making channels of the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Manage customer relationship professionally in accordance to their business status, rights and liabilities
2. Code	109516L4
3. Range	Understand the rights and liabilities of enterprise banking clients and help clients to effectively exercise their rights in order to use the bank services. This applies to employees across different business and operations functions of the bank who are responsible to develop and maintain customer relationship.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand and act in accordance to the rights and liabilities of bank clients; • Understand the rights of clients who maintain banking accounts and /or have business relation with the bank; • Know the right of clients to cross, endorse or cancel cheques, letters of credit, bills of lading, trade finance documents, etc. and other instruments and their consequences and execute actions properly. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Inform clients about any direct operations in their accounts; • Keep money and other related items of clients safe and return to them in accordance to the bank's policy and compliance requirements; • Make effort to ensure both the bank and clients' benefits are well protected when conducting any banking transactions; • Notify bank management in case of clients' disagreement in the bank statements or other documents. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain and increase transparency in processing banking transactions for the clients; • Take actions to promote a fair and cordial relationship between customers and the bank; • Strive to develop harmonious bank / client relationship by promoting and following fair and professional banking practices; • Protect the rights of bank, clients and other persons or entities connected with financial transactions which can pose significant reputational or other risks to the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Protecting client rights and taking actions to develop a fair and cordial bank / client relationship through service delivery and other transactions or interactions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Conduct customer due diligence evaluation regularly
2. Code	109517L4
3. Range	Engaging existing enterprise banking clients in the collection of detailed client information and supporting documentation required for the completion of Customer Due Diligence (CDD) profile for periodic reviews and reviews which are triggered by ad hoc projects. This applies to different types of enterprise accounts.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the compliance systems and controls including a working knowledge of the financial crime and AML policy and procedures; • Understand the role of CDD personnel and act as the focal point for CDD information clarification among relationship managers, clients, CDD operations and compliance units; • Possess the knowledge of CDD and review regularly to keep up to date on the new developments in CDD and market practices, as well as current financial crime development. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect and review clients' data to ensure that customer data is updated in a timely manner as well as compliance with the Bank's policies, related banking ordinances, and other regulatory requirements; • Monitor client accounts' transactions; check if these transactions are relevant to clients' regular business courses; • Analyse documentation; assess the risks of new and existing bank clients and counterparties; complete a risk assessment and recommendation; • Complete reviews at different levels of due diligence depending on the risk profile; including an analysis of findings, identification of risk factors and mitigation; • Update client's information and status regularly and assess irregularities or doubtful transactions of clients and follow up with them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Carry out regular reviews of CDD information held in line with agreed policy and procedures; • Perform regular review of end-to-end CDD processes; and identify areas for improvement to ensure and control potential risks of different business and operations units.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting all source collection and research, analyse, evaluate, and integrate data from multiple sources, identify intelligence gaps, and specify collection requirements, to produce assessments and recommendations for CDD; • Organising analyses, assessments, or other activities by applying expert judgment and specialized experience in interpreting CDD information and making decisions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Carry out customer relationship management activities to maintain client relationship
2. Code	109518L3
3. Range	Building and maintaining relationship with customers by displaying good customer service Behaviour when interacting with customers in different channels. This applies to different kinds of customers.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the basic principles and methods in building and maintaining relationship with clients; • Possess knowledge of the bank’s customer relationship management plan and policy so as to handle customer related activities appropriately; • Understand the importance of establishing good relationship and the impacts on the bank and based on the belief to interact with clients. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Greet clients proactively in a timely and professional manner; • Start conversation with clients in order to have a better understanding on their needs; • Answer client’ enquiries by providing appropriate information and follow-up their needs when necessary; • Maintain regular contact with clients and keep clear record of each client contact. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with clients in a polite and professional manner; • Demonstrate customer-centric mindset to observe clients and identify their needs when interacting with them; • Show respect to clients and strive to offer value-added services to them proactively when appropriate.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Maintaining good and long-term relationships with different kinds of clients by providing value-added services to them via different service channels.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.4 Account Management and Customer Relationship Management)

1. Title	Generate data or report for designing customer relationship management activities
2. Code	109519L3
3. Range	Generating data or report by using different CRM systems. This applies to different kinds of CRM initiatives of individual branch or sales team.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the operating procedures of the CRM systems in order to carry out the job of locating and retrieving data independently; • Understand the objectives of CRM activities in order to interpret request from different parties accurately. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Trace and retrieve information from the CRM systems according to the requests of different parties; • Ensure the presentation of data or reports is in an appropriate format as requested by relevant parties; • Fine tune a CRMS for better prospecting / managing customer relationship; • Generate data or report from CRM systems in order to obtain information for designing CRM activities. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Show concerns about quality of outcomes on data or report generation; • Have a desire on accuracy, timeliness and reliability of the data or report generated.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Generation of data or report related to different CRM initiatives from the CRM systems. The report contains useful information as required in different initiatives and is presented in a format which is easy to read and interpret.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Perform sales forecasting for enterprise banking
2. Code	109520L6
3. Range	Conducting sales forecast of annual sales figures in a particular business area. The analysis includes forecast of individual product and service, channel, customer segment and geographic location.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Master latest best practice of sales forecasting and research methodologies and apply the knowledge to integrate with the existing approach; • Possess the technical research skills and apply it to evaluate the principles and common methods in conducting sales forecast and select an appropriate approach; • Possess analytical power and apply the skills to assess the situation and determine the most suitable approach for sales forecast analysis. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct research on information from sales, customer and financial sources for a complete picture of sales performance; • Perform different analysis to identify influence on sales performance, which include analyses on sales and margin performance by channel, trends in channel utilization, product / services features, customers' characteristics and comparison of channel performance by customer segment. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop valid assumptions by scanning the market environment, availability of resources, product competitiveness and obstacles foreseen so that sales forecast can be projected accurately; • Develop a formula for sales forecast to outline factors affecting sales volume and their respective weight by drawing conclusion from incomplete and inconsistent data; • 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; • Monitor and act on individual opportunities to accurately forecast current and future period revenues.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Presentation of sales forecast analysis which provides useful data for planning sales and marketing activities. The forecast should contain analysis of information collected from different sources. Conclusion is drawn from incomplete and inconsistent information to provide solid rationale for explaining the projection of different figures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Set sales targets and other performance targets for sales team or individual sales staff
2. Code	109521L5
3. Range	Setting cyclical sales targets for individual business unit, product team or sales team. This applies to all business units responsible for different products and services and different customer segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the strategies of the bank and conduct in-depth evaluation on the business initiatives of individual products and services; • Understand and interpret the implications of the sales forecast on sales activities and sales targets; • Understand the business acumen to analyse and translate information from business plans to build a model framework of sales target setting. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Set Stretching and achievable sales targets for the sales team, product or activity based on the projection of business plans and sales forecast; • Set realistic sales and sales related activity targets for sales staff in accordance to their individual experience and ability; • Communicate clearly with frontline on the sales target and how the targets are aligned with business direction of the bank; • Allocate account management responsibility so that individual member of the sales team looks after a particular account, product and geographic territory effectively. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design mechanisms to record progress towards sales goals regularly; • Reinforce sales targets at appropriate time interval and situations to keep sales staff motivated; • Design different specialized monitoring methods to track progress to sales targets.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Setting 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.; • Designing different monitoring methods to track the performance of sales team or sales staff and provide suitable reinforcement at appropriate time.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Develop implementation plan to achieve sales target
2. Code	109522L5
3. Range	Development of sales plan for each individual sales team. This applies to the selling of different products and services in different targeted market segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of the bank’s strategic direction and evaluate the strategic management objectives and business goal; • Understand the strategic development direction of the bank and based on that to translate long term vision into practical business strategic goals. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse past records and existing resources in order to formulate actions to achieve the assigned sales targets; • Develop sales plan to execute the strategies adopted by the bank which covers the following details: <ul style="list-style-type: none"> ▪ High level descriptions on how to achieve the sales targets; ▪ Breakdown of the high level sales plan into well-conceived sales action scheme; ▪ Specify the responsibilities, timelines and performance measures of different parties involved; • Evaluate the products and services offered by the bank and estimate their contribution to the business goal; • Develop sales incentives to motivate staff and drive their performance towards sales targets; • Develop key measurements that can be used to mark the progress of sales plan to provide feedback to the sales force. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop checking measures to anticipated obstacles in order to facilitate the effective implementation of the sales plan; • Develop alternative solutions to sales challenges by applying a disciplined problem solving approach; • Carry out open communication with co-workers by providing the sales force a clear tactical plan that is in alignment with the strategic objectives of the management; • Develop proposal on sales incentive plans with liaison with relevant parties to obtain their agreement; • Analyse the possibility and practicality of sales plan with the sales force; invite members’ comments for further enhancement and realistic goals assignment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Identify sales training needs and develop sales training strategies and plans
2. Code	109523L5
3. Range	Identifying sales training needs throughout the Bank through needs analysis and regular consultation with management teams, HR Development professionals and business managers and sales managers. Comprehensive sales training strategies and implementation plans are compiled based on the information collected. This applies to all types of sales related training.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements 6.1 Knowledge in the Subject Area Be able to</p> <ul style="list-style-type: none"> • Comprehend the skills in staff development (e.g. identifying staff’s training needs, conducting training needs analysis, training and development design, etc.) and apply the knowledge to evaluate the skills and knowledge gaps of employees on different products, systems update, compliance and sales techniques; • Demonstrate proficient knowledge of the compliance requirements and the latest regulations and policy changes, new products and services delivery processes information and product due diligence requirements so as to identify sales training needs and design training curriculum; • Demonstrate sound knowledge of the latest development of new products launch in the market hence to recommend counter responses in the development of the bank’s sales training strategies and implementation plans. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Engage sales managers to take part in structured sales training needs analysis to identify both short-term and long- term learning needs for frontline staff in order to close the performance gaps or enhance the sales and marketing capability; • Evaluate the data collected from training needs analysis and build alignment with the bank’s business plans to formulate an overall sales training strategies; • Breakdown the sales training strategies into implementable sales training plans; • Design, develop and manage the delivery of sales training programs based on needs identified. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop and deliver an overall talent management programmes to include sales related competences enhancement and sales staff career development process; identify key initiatives to develop sales staff within the sales and service team based on specific roles, market segments and individual staff members’ desires; • Collaborate with other internal parties to create career paths for sales and service staff based on individual experiences, goals, skills and abilities.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing sales training strategies and implementation plans based on the needs identified via a structured training needs analysis exercise.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Perform sales coaching
2. Code	109524L5
3. Range	Conduct sales coaching for front line sales staff who have direct contact with enterprise banking clients. This applies to staff selling different products and services at different targeted market segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise in selling concepts and best sales practices by evaluating the pros and cons of different selling approaches; • Master knowledge and specialized skills in sales coaching and apply them to facilitate staff development. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Use a structured approach to provide planning, reviewing and feedback for both observed and unobserved performance of sales staff; • Conduct thorough evaluation of sales effectiveness of the staff; diagnose their sales performance based on evidence collected and identify improvement areas; • Help sales staff develop an improvement strategy and plan clear activity goals and sales targets after analysing the performance; • Employ different methods to enhance sales performance of staff and implement customized performance improvement plans for them. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Employ appropriate methods to help reduce stress and boost up self-confidence of the sales staff after analysing the characteristics and styles of different individuals; • Employ customized methods to inform, delegate and motivate sales staff to achieve sales objectives; • Provide constant encouragement and consequence to sustain and build upon the skills and knowledge learnt by sales staff; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Demonstrating professional skills in coaching by employing appropriate methods after analysing the characteristics and styles, etc. of different staff coached.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management
(Key Function – 9.5 Sales Team Management)

1. Title	Manage and evaluate sales performance
2. Code	109525L5
3. Range	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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess analytical power and apply the skills to evaluate information about sales, customers, sales teams, and products for a complete view of the sales performance; • Understand the sales target and business strategies of the bank and based on that to analyse pricing experiment in selected customer segments to determine if changes in pricing could impact sales volume and profit; • Understand the business acumen and knowledge on the bank's business strategies to assess customer profitability, buying behaviour, product mix, product and service delivery, and cross-selling and up-selling opportunities in order to analyse sales performance. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor product sales performance by geographic location, customer segment and seasonality; • Analyse sales expenses vs. revenue generated, forecast accuracy, and sales team profitability to determine sales effectiveness; • Plan account management activities to monitor sales effectiveness. These activities include: <ul style="list-style-type: none"> ▪ Sales call reporting; ▪ Sales pipeline management; ▪ Performance measurement for sales team and individual sales staff. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct accurate analysis to gain complete insight into different financial products and product lines' profitability; • Use graphical analysis to quickly assess actual sales performance vs. targets and sales management forecasts hence to provide an effective tool for decision making; • Associate sales data with financial, marketing and customer information to identify existing gaps in achieving sales effectiveness.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Develop sales related competencies of the sales force
2. Code	109526L5
3. Range	Equipping 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the different techniques in planning and conducting sales training and choose an appropriate method according to the situation; • Understand the preference of clients and know the key factors of successful selling approaches; hence to apply them to evaluate different commonly used selling techniques and identify the pros and cons of each in accordance with the bank's unique business environment; • Understand the features of different products and services of the bank to identify suitable selling approaches; • Possess the knowledge of the bank's sales strategies and analyse 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. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate expected and actual achievement of the sales teams and channels by analysing reports on sales target achievement of individual sales team member, and benchmark reports to identify improvement areas of different parties; • Encourage / facilitate best practice sharing to enhance sales staff's performance; • Analyse report data to identify factors that contribute to under-performance and proactively develop performance improvement plans; • Use a wide range of specialized methods to identify training needs of different teams. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Create a business specific practice environment that can help sales staff to build product knowledge, face-to-face selling skills and account management skills; • Direct sales staff to practice selling skills at training courses, sales team meetings and other team-based learning sessions with co-workers hence to improve their confidence and effectiveness when dealing with customers; • Provide appropriate learning solutions based on improvement needs and learning styles of individual staff hence to facilitate their career growth; • Recognize and encourage specific behaviours of sales staff that correlate with their sales effectiveness.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management
(Key Function – 9.5 Sales Team Management)

1. Title	Perform sales related compliance control and monitoring activities
2. Code	109527L4
3. Range	Overseeing sales 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. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the compliance requirements and the bank’s standards and apply the knowledge to examine regulations established by external regulators and internal standards, rules related to the selling of bank’s products and services, etc. in order to oversee compliance during the selling process; • Understand the development trend to gather information on future developments in compliance and keep abreast with the bank’s policy in selling activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Oversee compliance with polices on customer’s investment restrictions and guidelines; • Oversee compliance with practice standards and ethic codes for sales teams which extends control on legal, regulatory (e.g. licensing examinations) and compliance risks of the bank; • Implement manual and automated solutions for selecting, tracking, monitoring and recording compliance obligations and breaches related to sales activities; • Detect non-compliance incidents and select the most appropriate methods in handling the issues to minimize harms to the bank; • Monitor fulfilment of regulatory and contractual obligations related to the bank’s sales and promotion activities. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Upkeep the professional ethical standards of a banking practitioner and observe both internal and external compliance requirements all the time.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Inspection of compliance fulfilment in selling activities according to the regulations and standards provided by regulators and the banks. Appropriate actions are selected to handle any non-compliance issues.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Employ different approaches to disseminate latest product and market information
2. Code	109528L4
3. Range	Updating team members in selling functions including sales, sales support and administration with 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. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the changes in the global economy in general and the development of banking industry in specific; • Comprehend the product development process of the bank and have the updated information to share with sales team members; • Possess the knowledge of the preference of bank clients; identify the changes on their appetite; and diagnosis their impacts on the bank's sales activities. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify useful information required by the sales staff and help them to acquire knowledge in: <ul style="list-style-type: none"> ➤ Financial industry and bank products; ➤ Changes in the banking industry and product development of own bank; ➤ Legislative, regulatory and the requirements of the banking industry; ➤ Elaboration of the bank's policies and the rationale; ➤ Product benefits, advantages and other potential issues tied in with various types of customer; • Organize activities to disseminate information to sales staff such as: <ul style="list-style-type: none"> ➤ Meetings; ➤ Product briefing sessions; ➤ Training programs etc. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Explain to all parties involved to ensure they are clear about and commit to the implementation of the marketing strategy / business plan / promotional programme; • Use different to disseminate latest product and market information to the sales staff regularly.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Execute regular sales planning activities
2. Code	109529L4
3. Range	Planning and managing sales activities through different service channels. This includes a wide range of enterprise banking products and services offering at different targeted market segments.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend ample knowledge and master the methodology in conducting sales and planning meetings; • Possess sales management skills and apply it to monitor, motivate, and evaluate the performance of sales team members; <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Use sales management techniques to prepare a comprehensive sales meeting agenda which allows for dialogue, collaboration and interaction regarding the competition, pricing, territories and sales strategy in accounts. • 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; • 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; • Recognize the tough challenge of the sales team, provide support and build motivation into every team meeting; • Communicate and have individual team members to report on their sales update, activity update and pipeline (progress of on-going sales activity) update. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Set and maintain a high standard of sales discipline in terms of qualitative and quantitative measures for the sales team; • Lead team members to execute efficient acquisition activities including innovative means through digital channels; • Take steps to ensure all related team members contribute their greatest effort and honestly in working towards the planned team goals.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparation of sales team meetings and planning sales activities systematically; stretching and challenging team members' capability in generating business; • Development of innovative approaches and channels of sales acquisition through effective sales preparation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 9. Sales and Relationship Management

(Key Function – 9.5 Sales Team Management)

1. Title	Provide regular sales related training on products, system update, compliance and internal regulations
2. Code	109530L4
3. Range	Design and Provision of customized sales related training on products, system update, compliance and internal regulations to frontline employees. This applies to sales and service employees of different ranks, job families and positions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to</p> <ul style="list-style-type: none"> • Possess the training and development knowledge and apply it to evaluate the skills and knowledge gaps of employees on different products, systems update, compliance and internal regulations; • Understand the compliance requirements and keep abreast of regulations and policy changes, new products and services delivery processes information and product due diligence requirements do as to provide appropriate learning to frontline employees; • Understand the trend of innovative products in the market and keep up to date on the development of market information on new products launch hence to recommend counter responses in the bank’s training design; • Evaluate changes in sales related competency requirements and provide input to structure effective sales training. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate and communicate new ideas and suggestions on sales and services delivery that will improve profitability and efficiency of the bank; • Design, develop and manage the delivery of sales related training programmes based on needs identified; • Present sales related information and skills on products, systems update, compliance and internal regulations at formal training events and internal team meetings, as needed; • Coordinate, facilitate, deliver and/or mobilize subject matter experts as appropriate, to create and deliver sales related content and materials for training as continuous process improvement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Collaborate with other internal parties to supplement the career development paths for frontline staff and plan necessary training on products, system update, compliance and internal regulations; • Upkeep training record of frontline staff for the overall planning of knowledge management; • Structure and plan continuous professional development activities for sales staff.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing or revision of the sales related training curriculum to cope with the changing regulations, compliance, product revamp and systems updates needs; • Delivery of sales training related training on products, systems update, compliance and internal regulations; providing coaching and mentorship guidance to frontline employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Formulate business strategies for the bank
2. Code	109531L7
3. Range	Formulation of business strategies for the whole bank or individual business area which will be applied to different geographical locations, functional units and departments etc.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Comprehend the strategic research methodologies and apply the knowledge in conducting critical analysis and research on local and global economic development (e.g. China) to anticipate the business potential of different countries or regions in the absence of complete information; • Possess the macro-scoping analytical skills any apply it to evaluate the implications of political and regulatory environment affecting the bank’s current situation and future business development; • Have an in-depth understanding of global political environment and banking laws and take it as key reference to develop business strategies for the bank as appropriate. (e.g. global political atmosphere and changes in banking regulations such as framework issued by Basel Committee on Banking Supervision, provision of the Banking Ordinance, HKMA Supervisory Policy Manual, etc.). <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop the vision, mission, value, objectives and targets of each business strategy. • Identify market potential based on understanding of global and local economic development in order to make decision on market entry or exit; • Explore various possible business and investment opportunities by adopting the results of research and forecasts conducted in order to select the most appropriate approach; • Evaluate both the prospects and threats of the identified business opportunities to reach a sound business decision; • Evaluate and refine recommendations on new global business initiatives based on interpretation of market intelligence from various sources. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop measures to address present and future challenges arising from changes in local, regional and global markets in order to facilitate strategic business development by demonstrating ability in complex thinking and analytical reasoning; • Develop a vision on the strategic direction and cite supporting evidence from different sources in order to direct the whole organization; • Exert influence and obtain buy-in of the strategic plan.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Making strategic decision on which business opportunities the bank should pursue and constructing strategies in achieving them. • Development of business strategies on the basis of solid rationales and analysis on a broad range of factors, such as anticipated return, prospects, threats and comparison with different alternatives and the bank’s own core competencies / strengths etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.1 Global Business Acumen)

1. Title	Anticipate global economic development
2. Code	109532L6
3. Range	Anticipation of the economic development of different countries and regions to help determine business strategies of the bank. This applies to the effort of assessment on global economic development for the purpose of formulating effective business strategies of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the technical knowhow in conducting economic research and apply the knowledge to evaluate historical trend to identify critical characteristics underlying each stage of economic development; • Demonstrate capability in economic analysis by developing new models in forecasting the future development of industries which are closely related to bank’s businesses. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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. • Analyse competitive or business environment from a broad perspective and anticipate trends and consequences in the absence of complete information; • Analyse 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate comprehensive research programmes to collect market intelligence through communicating with appropriate parties around the world; • Analyse market trends in details that go beyond local geographic boundary on a periodic or project basis; • Identify factors critical to future development; construct a model which can fit the data and test the validity of the model.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting 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; • Performing comprehensive analysis which covers different perspectives, data from different sources and estimations of different figures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Analyse business potential of different markets / regions
2. Code	109533L6
3. Range	Assessing and forecasting the business of a particular market / region. This applies to any potential market for enterprise banking products and services.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate all-rounded knowledge in economic research by analysing the business and legal environment of a market and studying its different economic indicators; • Possess skills in business model evaluation and apply them to conduct research on the profit potential of the market in the absence of complete information on the political, economic, social and technological development; • Show expertise in big data analysis by assessing the demographic information of the market to study its market segments and customer characteristics. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Decide how certain features / functionalities that are mostly desired by customers in the targeted market can be implemented; • Make assumption about the market environment, sales trends, customer behaviours and costs, etc. in the absence of complete information in order to forecast the demand and target market share; • Conduct research on the economic development and customer characteristics of different markets / regions; • Project the total costs of investment in the markets / regions by identifying key cost factors / components; • Design models to forecast sales and Identify factors that might affect the sales revenue; • Determine the appropriate pricing strategies for each new business venture through testing out different sets of propositions and coming up with the model with acceptable return on investment. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Adopt a holistic consideration to strive for added value and synergy for the current business of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting analysis on the business potential of a market / region which demonstrates clearly how the figures are arrived, the assumptions and factors that have been taken into consideration in the absence of complete information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Determine approach in achieving the business strategies
2. Code	109534L6
3. Range	Establishment of development approach in achieving the major business strategies at a regional scale. This includes business plans such as merger and acquisition, entry or exit into a new market, development of new products, etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate capability in business strategies formulation by analysing critically the current corporate strategies and outlining critical success factors to achieve the targets; • Possess strategic thinking mindset and apply it to analyse the bank’s capability and past business development to identify potential obstacles and suggest solutions to the impacts of regulatory guidelines. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify actions required to achieve business strategies after analysing the markets opportunities, competitors and bank’s capabilities; • Define and set clear direction for action items identified based on accurate judgement of the corporate strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify possible approaches and anticipate the possible implications of the different approaches might impose onto other business and operational areas by understanding the interrelationship of different units across the bank; • Anticipate the effectiveness and profitability of the approach with a view to enhance the reputation of the bank by using different scenario / sensitivity analysis, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Structuring proposal on the approaches in achieving the business strategies of the bank which include an analysis of a comprehensive range of data and anticipation of their impacts.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Develop business plan and action items for the identified business strategies
2. Code	109535L5
3. Range	Developing implementation details of a specific business plan. This applies to business plans of different kinds of business strategies.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the methodologies in business planning by analysing the established business strategies and their associated goals to be achieved in order to develop sound business plans; • Comprehend expertise knowledge in strategic analysis by applying data-mining approaches to identify factors that may affect the implementation of business plans. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish clear, long term business goals and set targets for the global Enterprising Banking business of the bank; • Establish objectives for target client, target market, target market share, financial goal, etc. for business planning; • Provide information on the resources needed in short term and long term; estimated return on investment; sales forecast, progress milestones or market conditions; etc.; • Make business decisions and devise detailed business plan for respective global business initiatives with facts, figures or predictions with solid ground; • Structure detailed implementation schedules, accountabilities, resources, technology and procedure planning to support the business development plan. <p>6.3 Professional behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate the costs and benefits openly with evidence to key stakeholders to gain their support; • Set specific milestones and measurement parameters for progress tracking and to ensure the business plan is adding value to the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing comprehensive implementation plan on business initiatives which clearly outlines the objectives, resources required, actions to be taken, responsible parties and time schedule etc.; • Building business plan based on a thorough analysis of the strategies and other relevant information, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Monitor the implementation of business plan to ensure achievement of desired results
2. Code	109536L5
3. Range	Monitoring and keeping track the implementation of a specific business plan. This applies to initiatives of local or regional scales.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the methodologies of measurement metric development for business implementation tracking; • Understand the importance of getting key stakeholders’ agreement by liaising with different units and business partners to develop quality standards and measurements of business plan performance. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Oversee the deployment of resources effectively to ensure delivery of the targeted business results; • Oversee the development and execution of comprehensive marketing strategies, including sales and presentation materials, marketing communication, road shows, and industry conferences in order to monitor the implementation process; • Identify any critical delay or discrepancy and report to relevant parties in a prompt manner. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Drive decisions and actions that accelerate long term goal attainment and implement the approved business plan thoroughly; • Assist project management teams in setting priorities on outstanding issues, coordinate and organize project related tasks to fulfil the goals of strategic business initiatives.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Monitoring implementation of business initiatives so that actions are executed according to the stated plan and schedule; • Making suitable decisions and actions to facilitate the progress of the implementation plan.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.1 Global Business Acumen)

1. Title	Evaluate achievement of business initiatives and improve their effectiveness
2. Code	109537L5
3. Range	Evaluation of the effectiveness of a specific business initiative. This applies to large scale initiatives at regional level or a specific business area.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in business analytics and utilize it to analyse the results of different performance indicators and find reasons to explain the figures; • Possess analytical skills and apply it to review tracking reports on business plan implementation in order to evaluate the process. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Assess progress of the business plan implementation by checking against the milestones and evaluate the achievement against the stated objectives; • 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.; • Recommend improvements based on the analyses of outcomes achieved and changes in environment. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate what the competitors do and fine-tune the bank’s business plans for sustaining competitiveness.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Evaluation of the business initiatives including an analysis on different performance indicators and explanation on how the outcome performance is affected by different factors; • Provision of recommendations on improvement areas based on analyses of evaluation results and review of market trends.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Establish strategic human resources management policies
2. Code	109538L6
3. Range	Establishing policies to govern human resources management in the bank. This covers different areas of human resources management such as recruitment, training and development, compensation and benefits, employee relationship, employment ordinances etc.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Conduct research on human resources management Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficiency in human resources management by applying the knowledge in reviewing and consolidating best practices in different areas of human resources management in order to design a suitable approach for the bank; • Understand the culture of the bank and evaluate critically the employee sentiment, organization structure and needs of the bank when designing human resources policy in the absence of complete information; • Possess the knowledge of legal requirements (e.g. reporting regulations) which can affect human resources functions and ensure that policies, guidelines, procedures and reporting can fulfil compliance requirements. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Facilitate efficient operation of the bank through effective management of human capital by establishing strategic human resources management policies, guidelines, procedures and systems; • Engage business and operation units to develop strategic human resources management plans and policies that provide a clear direction in human resources planning, recruitment, corporate performance management systems, organization development, corporate culture development, compensation strategy, training and development, talent management and retention etc., for supporting the achievement of strategic business goals; • Participate as a business partner in formulating strategic business 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. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • Review operation, structure, manpower allocation and other human resources issues with business and operation units on a regular basis to update the policies when necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment of 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Formulate human capital development strategies to cope with market trends and organizational development
2. Code	109539L6
3. Range	Establishing human capital development policies to govern human capital development in the bank and formulation of implementation strategies to cope with market trends and organizational development.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the market trend and based on this information to review and consolidate best practices in different areas of human capital development in order to design a suitable approach for the bank; • Possess the knowledge on the updated competency model of banking industry and specific skill set requirements to cope with the environmental changes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Engage business and operations units to create human capital development policies; corporate culture development, and training and development strategies, etc., to support the achievement of strategic business goals; • Evaluate policies on training and development to design training activities that match with human capital development strategies and support the growth of the bank in association with competence requirements and talent development needs; • Develop programmes on job enrichment or rotations for career development in order to develop and/or retain competent employees; • Grasp the pulse of employee sentiment and evaluate critically the culture, structure, market trends and organizational development needs of the bank when designing human capital development policies and strategies; • Develop strategies which evaluate potential and support emerging talent. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate communication strategies such as employee handbook, meetings and activities etc. to communicate the bank’s human capital development policies and strategies, guidelines and procedures; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishment of overall strategies in human capital development of the bank. The strategies are written based on an analysis on different relevant factors and comparison of different practices.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Design organizational structure
2. Code	109540L5
3. Range	Designing 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess specialized knowledge in organizational design; use it to identify factors affecting design of organizational structure and evaluate each factor against the bank's situations; • Understand the operational strengths of the bank and evaluate the business of the bank to identify the most suitable organizational design. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Consult different (e.g. through interview with managers and employees) businesses and operations units to outline job families required by the bank and specify the structure and hierarchy among different job families; • 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; • Determine the number of levels for different job families, appropriate job grades for each level and primary functions of each job position. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop matrix of jobs across functions, units and accountabilities in accordance with the required tasks and forecasted business units of the bank's strategies; • Compare the matrix with information from both the bank's structure, the industry-wide market environment and the employees' development needs; • Develop career ladders for all ranks of jobs for each business or operations units.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing an organizational structure which specifies the hierarchy among different units in the bank; • Designing organizational structure which covers different functions and business of the bank based on a thorough analysis of related design parameters and comparison of different alternatives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Establish and regularly review the professional ethical codes for the bank
2. Code	109541L5
3. Range	Creating and/or reviewing code of ethics to communicate the bank's philosophy to employees, business partners, vendors, clients and the general public. This applies to the professional codes of conduct that are adopted by the bank as a means of inspiring trust and a mutual sense of respect amongst different groups of stakeholders.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge on the professional ethical codes of the global financial services industries and refer to these documents and look for information which can be applied to the bank; • Understand the bank's mission and key values and make effort to review the codes of professional ethics to ensure their spirit is covered in the codes; • Understand the bank's written collection of rules, principles and values and make reference to them to develop and / or revise the ethical codes; • Understand regulatory requirements on professional banking ethics and take actions to ensure they are incorporated in the bank's professional ethical codes. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Engage board of directors and a cross-section of executive team employees from various functions to provide their input; • Incorporate and integrate the views of corporate development, corporate communication, marketing, Human Resources and business partner representatives to develop/review the ethical codes; • Engage key stakeholders to promulgate principles and ethics to make the code attractive to clients, employees and the general public; • Evaluate key stakeholders' expectations and behaviours, and that the bank considers significant; and include them as the fundamental elements of the ethical codes; • Employ bank specific mechanism to review the ethical codes to ensure they are in compliance with regulatory requirements. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Publish and disseminate the codes to board of directors, employees, existing and potential clients, suppliers, business partners and other stakeholders; • Deliver the codes at employee induction training, annual report, employee handbook, notice boards and other communication channels, etc.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing and reviewing regularly a set of professional ethical codes which outlining the social norms, belief, values, responsibilities of, and/or proper practices of the bank to ensure they are in line with regulatory requirements; • Conducting evaluation regularly if the set of ethical codes is effective in reflecting the principles, standards or rules of behaviours that guide the decisions, procedures and systems of the bank in a way to contribute to the well-being of the stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Devise compensation and benefits scheme in alignment with business needs
2. Code	109542L5
3. Range	Development of the compensation and benefits scheme for different positions in the bank. This applies to position of different job families and ranks.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate proficient knowledge in employee rewards management by applying it to develop policies on compensation and benefits which can: <ul style="list-style-type: none"> • Maintain balance between interests of operating the bank within the fiscal budget; • Attract, develop, retain and reward high quality employees through wages, salaries, employment benefits and other incentives; • Maintain competitiveness with the prevailing rates for similar employment in the labour markets. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Design 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; • Decide the mechanism in awarding performance bonus based on the bank's policies and equitable employee performance assessment; • Design benefits package for different ranks of employees in the bank to maintain the bank's competitiveness in the employment market. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop an open and equitable reviewing mechanism for merit raises and other pay increases, such as cost of living adjustments, bonuses, annual reviews and promotion; • Review salary for individual position by comparing the market offers and the bank's remuneration scheme to ensure employees are fairly treated; • Work out salary adjustments when appropriate by conducting thorough cost impact analysis for the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing the 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Evaluate and implement learning and development policies and strategies
2. Code	109543L5
3. Range	Planning, implementing and assessment of the effectiveness of strategies and policies of training and development. This entails the strategies and policies on all training and development activities applying to employees of different ranks, job families and positions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of learning and development implementation mechanism by applying the knowledge to evaluate policies on learning and development in order to identify un-filled knowledge and skills gaps; • Understand the methodologies on learning and development strategies evaluation and based on the evaluation result to design training activities which can match with the human resources development strategies of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct pre and post training analysis on employees' performance in different units to assess the gap between training goals and actual achievement; • Collaborate with different units to evaluate if skills and knowledge gaps of employees can be filled by the training and development strategies implemented; • Formulate strategies and policies on job rotations for career development in order to retain competent employees; • Develop policies and procedures to track the result of training provided in coaching / counselling, performance review, safety, and other areas of strategic competency enhancement on regular basis; • Consolidate and analyse both quantitative and qualitative feedback related to the effectiveness of individual training programme and overall training and development strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Formulate or revise the learning and development policies of the bank to ensure that talented employees could be nurtured through providing consistent training support and work exposures, together with well-defined career path within the bank; • Evaluate and revise the learning and development strategies and policies of the bank to promote a continuous learning culture by providing sufficient resources to employees in attaining higher academic / professional / technical qualifications; • Promote knowledge management sharing to build learning culture.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting different kinds of learning and development strategies and policies evaluation to measure their effectiveness and identify un-filled competency gaps of the employees; • Revision of learning and development strategies and policies to promote continuous learning culture.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Establish and maintain effective human resources information systems and guidelines
2. Code	109544L5
3. Range	Setting up information system for different business areas throughout the bank to process and store all data related to human resources management policies and operations.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the human resources management information systems and apply the knowledge in developing guidelines to ensure the deployment of a comprehensive information management system for effective (manpower) human resources planning and people development; • Demonstrate proficiency in HR information systems management by developing guidelines in documentation of personnel record according to needs in human resources management and regulatory requirement. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse existing processes in human resources management and identify how the use of IT can streamline and speed up the whole processes; • Design an effective system which is the best fit with the bank’s operation by consulting different stakeholders; • Coordinate with Information Technology unit and / or external system vendor to enhance the human resources information system’s effectiveness; • 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; • Build in security measures in the system to ensure confidential data are handled with highest level of sensitivity and integrity. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Review and audit periodically to ensure the accuracy of employee record including personal histories, bio-data, skills, CPT data and experiences to payroll records; • Monitor and ensure system’s security and performance level up to standard and carry out contingency plans for system breakdown when necessary; • Identify areas for enhancement after analysing the data obtained through regular monitory activities to ensure continuous improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Monitoring the operations and effectiveness of the system and suggest improvement measures after analysing the results.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Perform manpower planning
2. Code	109545L5
3. Range	Performing manpower planning for individual business or operations unit according to the strategies of the bank in the foreseeable future. This includes manpower for different business and operations needs and applies to employees of different ranks.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate sound knowledge in manpower planning by using an effective approach to 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. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Capture the business development requirements and the employee competency enhancement needs as the basis to compile manpower planning plan for the bank; • Present justified evidence and budget for additional or unbudgeted headcount needs; • Work with recruitment officer / team and to develop recruitment guidelines and criteria for individual job or position so as to facilitate proper selection. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Continuously review the existing manpower plan to identify improvement areas and take updated business strategies as key considerations for enhancement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • A report or proposal for the acquisition of additional headcount or employee deployment with sound justification and detailed selection criteria.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Define the job role of each position and conduct job evaluation
2. Code	109546L5
3. Range	Specification of the requirements and worth of each job. This applies to jobs of different ranks, positions and departments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in job analysis and job evaluation; • Understand the approaches in conducting job analysis and job evaluation so as to carry out the tasks independently. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct job analysis to define core and functional competencies that are required for respective jobs and positions in the bank; • Conduct task analysis in different business and operation units and determine what tasks should be accomplished by whom and identify the core and functional competencies required; • 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; • Seek consensus of line managers on job descriptions of their functional areas; then adjust and finalize the job descriptions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Benchmark the job evaluation results regularly and take actions to ensure the evaluation mechanism always follows the best practices; • Demonstrate professionalism by applying impartial and unbiased judgment throughout the job evaluation processes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of job descriptions for different positions. The description should describe clearly the major job duties of different positions; • Calculation of the value or worth of different jobs. The calculation should be based on job evaluation model adopted by the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Conduct recruitment process
2. Code	109547L5
3. Range	Processing activities related to personnel recruitment, internal movement or succession planning. This applies to recruitment of different ranks and positions of employees.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand bank policies in personnel administration including recruiting, interviewing, testing and selection procedures and apply the knowledge in the recruitment process; • Understand the job requirements, job specifications and urgency of the vacancy for executing suitable processes and perform appropriate job / candidates match. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct recruitment according to the recruitment process and standards to fulfil the strategic business needs; • Take steps to ensure that the recruitment advertisement is published at appropriate channels and time to attract the targeted candidates; • 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; • Administer and provide overall support to global / regional / local employee succession programmes if applicable; • Arrange replacement through internal transfer (e.gg. movement between departments, secondment form subsidiaries / overseas) or promotion before pursuing external recruitment when appropriate. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Conduct interviews in accordance with recruitment guidelines and job positions' specific needs; • Select suitable candidates impartially to ensure who can fit the requirements stated on job descriptions in accordance with the bank's recruitment policies and procedures; • Complete all engagement formalities (e.g. reference check, offer letter) and conduct orientation for the new recruits on the early days of employment.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Implement and monitor performance management system
2. Code	109548L5
3. Range	Implementation and monitoring of performance management system throughout the whole business area. This applies to the preparation, processing, monitoring and evaluating effort paid on the execution of the performance management system.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the performance management system of the bank by explaining to other employees the design of the performance management system of the bank which includes the philosophy, measurement metric, assessment mechanism, process etc. in order to implement the system clearly; • Understand the bank’s performance management system apply the knowledge to review the execution procedures of the execution mechanism in order to ensure employees’ work performance is equitably assessed. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide administration of performance management system and necessary support at each stage of the performance appraisal cycle to ensure effectiveness, compliance, and equity within the bank; • Coordinate the process in performance management such as distributing assessment forms and guidelines, collecting assessment report and handling enquiries and complaints, etc. to ensure it is smoothly conducted; • Collect and maintain complete record on performance assessment of all units; • Introduce and explain the rationale of the performance management system to the bank staff to ensure all of them can understand its philosophy and mechanism; • 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). <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Extend or terminate probationary period of the new recruits appropriately and fairly based on their performance and the bank’s business requirements; • Assist line managers to provide counselling / coaching to the under-performing staff to help improving their performance; • Review assessment results and assist in aligning results with compensation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of administrative and advisory support in performance management. The execution of administrative work should be in accordance with the bank’s procedures and time schedule to ensure a smooth completion of the performance management cycle; • Provision of educational activities to both appraisers and appraisees to ensure their understanding on the systems; • Execution of appropriate follow-up actions according to the results of performance assessment.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Provide HR operation support on compensation and benefits
2. Code	109549L4
3. Range	Provision of administrative support during the implementation of compensation and benefits policy. This refers to all types of employee reward and benefits including both monetary and non-monetary items.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of the bank’s compensation and benefits policies and based on that to collect data on employee participation in different benefits programmes ranging from healthcare, insurance policy, pension plan to profit sharing or stock option plans if there is any; • Understand the importance of maintaining a set of accurate employee information hence to consolidate payroll and personal data for each employee and update regularly; • Possess the knowledge in HR reporting and apply it to produce concise report on compensation and benefits which can be customized to the request of different authorized parties. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Inform and update financial management unit of the bank with details of time and changes in compensation and benefits scheme and ensure relevant personnel can keep confidentiality of salary information and personal data of employees; • Communicate with employees and other related parties if there is any change in the compensation and benefits policies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • Source and coordinate with different service providers of employee benefit scheme; • Reflect employee’s feedback to vendors to bring better services and benefits to employees.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reporting on data related to compensation and benefits which can fulfil the request of different parties; • Carrying out actions to communicate changes in the compensation and benefits policies to different staff; • Carrying out suitable actions to ensure the quality of vendors of the benefits programmes.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Strategic Human Resources Management)

1. Title	Provide learning solutions for supporting the development of the bank
2. Code	109550L4
3. Range	Provision of different kinds of learning and development activities (through in-house or external institutions). This applies to learning activities for employees of different ranks, job families and positions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the training needs and outcomes to be achieved for each learning activity in order to select suitable learning activities; • Comprehend the goals and objectives of different kinds of learning activities offered by the bank and based on the knowledge to review existing programmes in the market and in-house training programmes to see whether they can achieve the objectives. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Prepare requests for proposals, interview and select external training vendors; negotiate contracts, manage workflow, set expectations and priorities as well as monitor the outcomes of their learning activities; • Ensure that in-house training (including e-learning) activities are planned to meet current and future business and employee needs; • Prepare course handouts or other learning materials to facilitate training delivery; • Provide a comfortable and convenient learning environment for training classes and necessary facilities to facilitate the delivery. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Structure annual training plans to ensure training activities will not disrupt the daily operations of the bank; • Arrange employees to join suitable in-house training or approve their attendance to external training programs for business needs and / or career development; • Provide guidelines and administrative support on application of examination or course fee claims to ensure all applications are fairly and appropriately assessed.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Execute employee engagement plan and activities
2. Code	109551L4
3. Range	Development of different meaningful initiatives to engage employees. This applies to different kinds of constructive and inspirational initiatives targeted to employees of different ranks, job families and positions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the importance of staff engagement and strike a balance between the interests of employees and the bank when implementing new policies; • Possess the knowledge of the bank’s HR system to represent the bank to deal with employee affairs when appropriate. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • Conduct induction programmes and exit interviews for obtaining honest feedback from new and terminated employees hence to identify specific issues or possible problem areas causing employee turnover in the bank; • Review grievance case and collect relevant information for investigation; provide fair hearing or suggest constructive actions for resolving the situation; • Keep accurate record of employee disputes and grievances and advise management in appropriate resolution of employee relations issues. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Organize employee relations programmes and activities to foster harmonious and healthy relationship within the bank (e.g. caring programs, employee relations programs, annual dinner); • Arrange recognition and reward to employees for their contribution to corporate success in order to cultivate employee’s loyalty to the bank; • Provide different facilities to cater for various staff needs (e.g. flexible working hours, gym facilities) after collecting and reviewing their opinions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Handling of issues related to employee relations hence to prevent grievances and nurture a harmonious relationship with employees; • Provision of different communication programmes to allow employees voicing out their opinions for management’s consideration; • Provision of different employee engagement programmes to build loyalty to the bank.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.2 Human Resources Management)

1. Title	Execute disciplinary actions
2. Code	109552L4
3. Range	Execution of disciplinary actions. This refers to disciplinary actions of different kinds which apply to employees of different ranks, job families and positions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different kinds of professional guidelines / codes of conduct hence to treat them as a backbone to execute HR actions; • Possess comprehensive knowledge of the bank’s policies on staff discipline in order to execute appropriate disciplinary action effectively. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Consider suitable penalties such as verbal warning, monetary penalty, demotion, compulsory retirement or dismissal depending on the seriousness of the misconduct; • Ensure disciplinary actions are taken into effect when employee is failing to observe the regulations and official instructions of the bank or misconduct themselves in any manner; • Execute informal disciplinary action for minor and isolated cases of misconduct such as lateness for duty by giving verbal / written warning; • Coordinate with the responsible managers for the purposes of planning and progress of the disciplinary actions; hence to share the responsibility in the implementation of corrective actions. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Document disciplinary actions taken and update employee’s personal record; • Oversee the progress of coaching / counselling provided to the misbehaved employee or provide advice to the responsible managers if appropriate; • Follow cases of disciplinary action to help involved employee to get improvement; review the situation after coaching / counselling or give advice to the responsible managers for further follow-up actions if appropriate.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Execution of appropriate disciplinary actions according to the seriousness of the misconduct and monitor the consequences of corrective actions taken.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.2 Human Resources Management)

1. Title	Assist in the delivery of fringe benefit scheme and other related services
2. Code	109553L3
3. Range	Facilitation of the delivery of fringe benefits to employees. This applies to fringe benefits of different kinds and delivered to employees of different ranks, job families and positions.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in processing fringe benefit scheme of the bank hence to 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; • Demonstrate thorough understanding of the fringe benefit scheme operations procedures by collecting and maintaining receipts for approving reimbursement, such as those expenses on business travel (e.g. air and hotel programmes, health and safety, festive gifts, bank / external merchant privilege programmes for employees, etc.) for the bank effectively according to stated procedures. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide timely delivery of benefit services (e.g. residences, medical scheme) and report to relevant parties if there is any hiccup during the delivery; • Oversee the appropriateness of employees' usage of the benefits by executing regular review of the schemes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Demonstrate professionalism by applying impartial and unbiased judgment throughout the operation process of the delivery of employee fringe benefit schemes; • Review and assess the delivery process effectiveness and report hiccup to management for improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of assistance in the delivery of fringe benefits to employees to ensure a timely delivery and report any setback to relevant parties.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Design financial management framework
2. Code	109554L6
3. Range	Establishing 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 and meeting regulatory requirements.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Master the key elements of financial management and use it to analyse factors which have impact on financial health of the bank in the absence of complete information; • Understand the bank’s financial standings and based on that to compare different alternatives in financial management framework and choose the most appropriate approach according to the bank’s context; • Possess thorough knowledge in compliance requirements related to banking financial management and apply it to analyse relevant rules and regulations to identify the implications on the bank’s financial management. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Set financial management policies, practices and procedures of operations (e.g. security policies and procedural manual, guidelines in book-keeping, cash receipt / payment, reimbursement) for the bank to protect the interests of all key stakeholders; • Design financial management framework which can provide good internal control to safeguard the bank’s assets; • Review and revise financial management framework regularly in consideration of the implication of regulatory change on bank capital; • Build a reliable and secure financial management system with the help of Information Technology unit to monitor the financial health of the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • 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 and ensure all parties follow the guidelines to sustain the bank’s financial health.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Analyse financial status of the bank by conducting bank wide financial assessment
2. Code	109555L6
3. Range	Conducting different kinds of assessment and analysis to assess the financial status of the bank. This applies to assessment in different operations and business areas of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess comprehensive knowledge of banking compliance and apply it to evaluate critically the financial regulatory requirements in the banking industry; • Possess specialized knowledge in financial management and common practices in banking industry in order to conduct bank wide financial assessment. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate methodologies suitable for the bank to assess financial status of the bank in terms of capital adequacy, liquidity and assessment quality, etc.; • Monitor availability of funds after appraising the bank's financial development, financial position, policies and plans on significant development by using proven mechanisms; • Develop a supervisory framework to track and monitor financial status of the bank which can alert relevant parties whenever threats of financial risks occur; • Develop a framework to calculate major financial ratios in accordance with regulatory requirements and business needs to assess the stability of the bank as a business enterprise; • Develop a tracking system to follow up issues audited and recommended for improvement and track each item for resolution or completion. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify financial risks or potential problems exposed to the bank alongside with provision of recommendations to improve the situations after carrying out comprehensive study; • Analyse relevant data to detect control deficiency, duplicated effort, fraud or extravagance in the bank's activities; • Interpret results on different financial and statistical analysis; outline how they affect financial performance of the bank; and make recommendations on improvement efficiency of financial management.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reports on financial analysis and recommendations on efficiency improvement are prepared on regular basis. The reports include key analysis and the findings are organized in a systematic and logical manner. These recommendations are supported by relevant analyses.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Prepare budget to support business development strategies
2. Code	109556L5
3. Range	Preparing budget for particular business initiatives. This applies to budget for major business development activities in addition to individual product development, sales and marketing campaigns.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have a thorough understanding of the process of financial budgeting and apply the knowledge to evaluate the business initiative in order to identify and estimate the value of all expenditure items; • Possess expertise knowledge in financial risk management hence to protect the bank from unnecessary risks by evaluating the expected return and the optimal amount of capital investment required. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • Identify the time the bank will be strapped for cash according to compiled cash flow forecast and provide solutions to minimize the stress; • Identify possible areas of saving in the budget and work out action plans to specify how to conform with and achieve the revised budget; • Prioritize expense items and resources in accordance with their importance and risk levels to help business units to execute their business initiatives; • Prepare budget which can make the best use of cash or liquid resources and generating optimal profit for the bank. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop an “alert” mechanism on the actual expenditure vs. forecasts hence to improve the forecasting models; • Prepare budget in accordance with international standards and global regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Preparing business development budget based on a thorough analysis of the business initiatives, return on investment and bank’s financial forecast etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Manage inflow cash and collection mechanisms
2. Code	109557L5
3. Range	Management of cash movement with the bank's debtors. This applies to debts of different types and amounts.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess thorough knowledge in debt management principles and apply it to design and implement debt management and credit management policy which can protect the financial interest of the bank; • Understand the theories of inflow cash and debt management and apply the knowledge to determine interest liability of debtors to compensate for the lost value of delayed payments when necessary. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop measures in managing cash movement of debtor accounts such as designing the process in receiving deposit information, initiating fund transfers and concentrating daily deposits made through multiple collection mechanisms into the bank's account; • Design guidelines in providing information to verify deposits, transfers and adjustments to reconcile debtor accounts; • Design guidelines to provide debtors with appropriate information about the transaction either by invoice, letter or other means; • Design debt management services in all income receiving departments to improve quality of the bank's financial management with effective debt collection. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Increase effectiveness by developing monitoring measures on debtors' settlement of recurring payments to spot irregularity and take appropriate actions; • Make effort to ensure the monitoring measures are coherent and supportive to the bank's value, strategic plans and business needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Manage outflow cash and disbursement mechanisms
2. Code	109558L5
3. Range	Management of the cash movement with bank's creditors including credit offered by different vendors. This applies to the management and monitoring of outflow cash and disbursement system.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the payment mechanisms of the bank and apply the knowledge to 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; • Possess the knowledge in financial risk management and apply it to 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.; • Master comprehensive financial management skills and knowledge of credit settlement mechanism of the bank; and apply the expertise to develop guidelines in reviewing payment mechanisms. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Monitor payment to creditors by reviewing individual payment requests, clarify with appropriate parties for unclear instructions of payment, requests with incomplete or inappropriate documentation supplied, rejection of unqualified payment request, etc., and provide proper advice on how to make corrections; • Take necessary steps to ensure that sufficient funds are available to satisfy the set payment schedule (e.g. revise payment schedule, etc.); • 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; • Monitor the issue of pay checks, initiate electronic funds transfer or other appropriate means to settle outstanding accounts according to terms and conditions agreed. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Manage the outflow cash and disbursement mechanisms with sensitivity to avoid negative impacts imposed on co-workers, suppliers and vendors of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Development of policies and related measures on payments to creditors. The development should be able to prevent unauthorized payment and ensure compliance to pre-determined terms and conditions; • Monitoring payment to creditors. The payment should be made in accordance with the terms and conditions stated in contracts or agreements and prevent any unauthorized disbursement.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.3 Financial Management and Control)

1. Title	Manage cash flow of the bank
2. Code	109559L5
3. Range	Management of the cash movement of the bank and its individual business / operations units to ensure a smooth cash flow. This applies to all cash movement transactions of the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the cash management principles and financial management mechanisms of the bank hence to evaluate overall financial situation or risks of the bank to identify the needs in cash flow; • Demonstrate supervisory skills by applying it to monitor daily financial activities of business and operations units to ensure the bank has sufficient cash flow to pay for the expenditure. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor depository services and the cash position of the bank and keep track of cash movements by chasing daily cash receipts and payments; • Implement necessary actions in order to control expenditures within the set budget; • Liaise with external product / service suppliers for favoured credit period to keep a smooth cash flow. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Minimize idle cash balances by obtaining accurate and timely information about expected transactions and disbursements to manage cash flow effectively; • Eliminate idle cash balances by finding investment opportunities for interest payments or investing to generate a flow of funds into the bank for the purpose of striving for maximum returns.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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 design of cash flow management should be based on evaluation on bank's financial situations and daily expenditure.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Prepare financial statements for the bank
2. Code	109560L5
3. Range	Preparing 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.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Have expertise in financial management and apply it to establish and update accounting policies and procedures according to regulatory requirements or changes in common practices in the profession; • Understand the financial control theory hence to develop accounting standards and maintain a consistent application of financial principles to ensure comparability of results from year to year; • Possess comprehensive financial risk and control management knowledge and apply it to establish an internal control system to ensure that only authorized and capable parties can perform the tasks of financial statement reconciliations and verification / review; <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish a system to ensure the tasks of financial statement reconciliations and verification / review are carried out by different parties. • Utilize tools to monitor cost and revenue of individual business or operations units so as to collect accurate data for calculating the profit or loss of different businesses; • Calculate and report on cost trend of individual business or operations unit and advise department heads on how to save cost when necessary. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide analysis on financial reports to facilitate understanding of the management or other related parties on need basis, especially on areas of irregularities; • Explain how the figures in financial reports are arrived by outlining the formula, assumptions and rationale underlying the calculations; • Monitor the production of financial reports and ensure fulfilment of regulatory requirements.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of different financial statements or reports to review financial status and fulfil regulatory requirements. The figures reported should be accurate, with definition, formula and assumptions of the calculation being stated clearly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Execute budget monitoring and financial control
2. Code	109561L5
3. Range	Monitoring budget spending and income. This applies to budget on different kinds of projects / initiatives and in different amounts.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in financial control and apply the knowledge to develop specific framework to track and monitor spending of different units (e.g. capital adequacy, liquidity, asset quality, etc.) and recommend solutions to restore fulfilment when figures are deviated from ordinary level; • Demonstrate comprehensive knowledge in financial management and research methodologies by conducting research on the macro-economic environment and development of banking industry in order to formulate high level budgeting plan; • Demonstrate capability in SWOT analysis and problem solving by developing action plans to tackle weakness in financial condition spotted and implementing counter activities in a timely and efficient manner. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Coordinate planning on expenditure and income; and forecast amount for necessary cash flow to safeguard the bank's financial position; • Review budget programmes, cost accounting procedures and other financial reports in order to ensure financial soundness of the unit; • Monitor operating budget by checking appropriation of funds against approved budgets and enact accounting control to ensure that expenditure is within authorized amount; • Analyse discrepancies spotted on actual expenditures against budget; interpret the data and prepare corresponding reports for management review; • Provide advice on special projects (e.g. investment and acquisition, etc.) and recommend alternatives to improve the bank's financial standings. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify and assess financial risks (e.g. cash flow problems, etc.) through conducting relevant analysis (e.g. ratio analysis, etc.); • Review income and expenditure proposal to ensure compliance with the bank's policies and evaluate its economic efficiency; • Review and analyse 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Evaluation on expenditure and recommendation on improving budget monitoring based on analysis of different financial data.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Develop mechanism and systems to manage financial information and database
2. Code	109562L5
3. Range	Management of the collection, storage and application of financial information. This applies to all financial information possessed by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the financial information needs in the bank’s financial management systems by developing: <ul style="list-style-type: none"> • Policies regarding finance and accounting practices and standards of the bank; • Policies on technical support in system application; and • Policies on control measures to ensure reliability and accuracy of data; • Possess the knowledge in financial information and database management and apply them to establish standards in information reporting to ensure consistency throughout the bank. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Develop financial management information systems to provide timely financial information on operational efficiency and profitability; • Design configuration to meet user requirements and business needs; • Design systems and procedures of record maintenance for purpose of adequate accounting control. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify needs for financial management information through analysing the operations of different units; • Examine and review existing financial management information systems and identify areas for improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Execute regulatory reporting and management reporting strategies
2. Code	109563L5
3. Range	Provision of different kinds of financial report for different business and functional areas to fulfil the regulatory requirements and internal management requirements that govern enterprise banking business and with management activities. This applies to all sorts of strategy execution related to regulatory reporting and management reporting.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the working knowledge in financial compliance and apply it to evaluate requirements of financial disclosure in various ordinances related to banking practices; • Have an in depth understanding of banking law and regulatory reporting requirements, hence to apply them on the bank’s regulatory reporting and management reporting strategies execution as appropriate (e.g. provisions of the Banking Ordinance and HKMA Supervisory Policy Manual on submitting periodic returns, adhering to limitations on exposures to any single party, maintaining adequate capital and liquidity, etc.); <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Formulate policies and standards on reporting and presentation format according to statutory and internal requirements; • Establish procedures and systems to ensure that adequate control on regulatory and internal reporting; • Establish relevant accounting procedures and format in statistical or financial reports which fit the bank’s needs and regulatory requirements; • Establish manual for relevant parties to compile statutory returns or reports required by regulatory bodies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Oversee documents and reports (e.g. budgeting, forecast, statutory reporting of financial or bank information) to show a true and fair view to various stakeholders; • Oversee periodic financial and operating reports to ensure timeliness and accuracy; • Review consolidated financial statements and operations reports to ensure that adequate information are disclosed; • Coordinate for dissemination of information through various channels (e.g. press release).and ensure they are genuine and accurate.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of policies and / or standards for financial and risk reporting after analysing the regulatory / internal 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; • Monitoring the preparation of reports to ensure relevant reports for fulfilling regulatory and internal requirements are prepared accurately and timely in a professional manner.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Manage financial and risk management information system
2. Code	109564L5
3. Range	Management of the collection, storage and application of financial information. This applies to all financial information possessed by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of the financial and risk management by developing: <ul style="list-style-type: none"> • Policies regarding finance and accounting practices and standards of the bank; • Policies on technical support is available in system application; and • Policies on control measures to ensure reliability and accuracy of data; • Display expertise in managing financial information by establishing standards in information reporting to ensure consistency throughout the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop financial management information systems to provide timely financial information on operational efficiency and profitability; • Design configuration that fits the bank’s specific needs while meets user requirements’ • Design systems and procedures of record maintenance for purpose of adequate accounting control. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify needs for financial management information through analysing the operations of different units; • Examine and review existing financial management information systems and identify areas for improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.3 Financial Management and Control)

1. Title	Carry out routine administration on the bank's financial database
2. Code	109565L3
3. Range	Recording, maintaining and updating financial figures and other related information of the bank in the database in accordance with the stated guidelines. This applies to financial database administration work related to different operational and business areas of the bank.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess thorough knowledge of the bank's financial database administration and enter timely and accurate financial data into the systems in compliance with the bank's financial management policies and guidelines; • Demonstrate administration know-how by retaining a complete record and manage proper storage of documentation in accordance with the stated plans; • Understand the importance of financial data correctness by making effort to ensure the accuracy and timeliness of data in the record. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide accurate and timely financial data to management by generating reports from the database system and customize the reports according to the requests; • Record and keep financial data according to the stated plan precisely and concisely; • Update the financial database regularly and process dual accuracy check with relevant parties. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Maintain a complete record of transactions for the administrative work done; • Perform financial data administration tasks in line with the bank's guidelines and maintain collaboration with relevant parties throughout the process.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Up-keeping of reliable financial data for management review through smooth operation of the system. The data should be timely, accurate and able to cover all information requested by the management; • Extracting information from the database to generate reports regularly which can fulfil the general needs of different parties on reviewing the financial position of the bank as well as customize the reports according to the request.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.3 Financial Management and Control)

1. Title	Perform book keeping
2. Code	109566L3
3. Range	Execution of book keeping functions. This applies to all data required to perform different accounting procedures defined by the bank.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate competence in the bank’s accounting procedures by book keeping all financial transactions accurately into appropriate accounts including accruals and reversals (e.g. maintain post of accruals for the estimated payroll but not paid through the end of the fiscal month) according to the bank’s guidelines; • Possess the accounting knowledge by balancing all transactions incurred within the fiscal month / quarter of the accounting period and process and update the financial statements for managerial review according to the bank’s guidelines. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Check and reconfirm data accuracy to ensure that all transactions / charges to a cost object are appropriate and that the correct general ledger account is used; • Post transaction data into appropriate ledger according to accounting procedures defined by the bank; • Correct all erroneous transactions found during the verification process to ensure reliability and integrity of accounting records; • Verify that the figures listed on the financial reports have already represented all transactions posted to the cost object during the accounting period. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Retain documentation 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, guidelines and external regulation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Book keeping of accounting information. The data entry should be accurate and reliable in accordance with the accounting procedures.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.4 Property Management)

1. Title	Develop plan in property management
2. Code	109567L5
3. Range	Planning on acquisition, disposal and allocation of the bank's real estate property. This applies to all kinds of premises and related facilities owned or rented by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in property management by evaluating the business development plan of the bank to calculate physical working space needed; • Comprehend the knowledge and demonstrate the expertise in estimating property requirements for different operations by reviewing the existing usage of premises to identify room for improving cost effectiveness. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish appropriate allocation policy of building spaces and spot usage deficiencies; • Allocate premises and facilities to support the present operations and future needs and development of the bank; • Suggest property acquisition and / or disposal in accordance with research findings and value to the bank; • Coordinate with relevant operation units to select the most suitable premises for banking operations networks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Improve deployment of real estate assets, reduce purchase and operation costs, extend life cycle of assets and increase their return on investment; • Maximize real estate value to the bank and optimize its lifetime by site design, modification, maintenance and replacement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.4 Property Management)

1. Title	Design workplace and work processes which can comply to occupational safety and health standards
2. Code	109568L5
3. Range	Designing workplace settings and work processes to 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, equipment, furniture and fixtures etc. which are owned or rented by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in workplace ergonomics and apply it to design a safe, effective and efficient working environment for the bank; • Demonstrate special knowledge in workplace ergonomics by evaluating the occupational safety and health standards of the region and identify the implications on workplace design and work processes. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Design effective and safe work systems and processes to prevent risks form injuries, health hazards and discomfort associated with operations within the bank; • Eliminate disturbance upon people and workplace by monitoring aesthetical and / or mechanical refurbishment activities within the premises; • Plan and manage workspace based on factors such as safety and security, computer network accessibility, interior design to appropriate signage; • Design job tools including furniture, lighting, temperature, communication system and multiple accessories that fit the physical and psychological requirements and capabilities of employees; • Upgrade facilities to address emerging environmental health and safety standards, energy conservation / alternate energy means and evolving user needs of the bank; • Correct ergonomic deficiencies by trouble shooting issues such as tools being used, placement of materials, environmental concerns about noise and temperature, etc. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • 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 sufficient, reliable, safe and legally compliant; • Structure the work processes to prevent employees from unnecessary risks or health hazards.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing a safe physical environment for employees and customers while complying with the occupational safety and health standards. The design should be based on an analysis on the safety and health requirements of employees, customers requirements and efficiency of bank operations; • Designing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.4 Property Management)

1. Title	Establish and sustain smooth supply chain of office equipment
2. Code	109569L5
3. Range	Monitor the supply of office equipment throughout the bank. This applies to physical assets of different kinds such as equipment, furniture and fixture etc. which are owned or rented by the bank.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate expertise in office equipment supply chain by applying the knowledge in establishing 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; • Possess special knowledge in the subject area and apply it to formulate guidelines on renewing warranty and guarantee documents. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Implement supply chain management system to manage inventory of equipment, tools and materials across different locations and identify needs for placing orders; • Monitor the inventory of spare parts for equipment, tools and other materials and document storage places and identify needs for placing orders; • Ensure data of both on hand and in transit inventory visible hence to balance demand on inventory supply, increase inventory certainty within supply chain and reduce inventory cycle time; • Identify inventory rules that can be automated to enable smooth daily operation of banking services; • Increase cost effectiveness and inventory yield by minimizing excess inventory, warehouse charge and unnecessary order processing costs; • Monitor the logistics of resources delivery by developing and implementing delivery plans to optimize the movement of goods and materials between different business and operations units. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Implement supply chain management system to support the movement of equipment, tools and materials across different locations; • Source, select and appoint capable logistics vendors for ensuring secure, quick and flawless order processing and timely delivery; • Take consideration of site conditions and environment in the workplace when the supply chain is designed and ensure it is following the working procedure, guidelines and other relevant legislation.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of needs in placing orders by employing the most effective methods in monitoring inventory level; • Managing the delivery or transition of goods by employing methods which can enhance the efficiency.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.4 Property Management)

1. Title	Carry out the maintenance of office equipment
2. Code	109570L3
3. Range	Performing office equipment maintenance tasks to ensure equipment, furniture, fixtures and physical assets of the bank are in good shape and usable conditions and arrange for repair and replacement when necessary. This applies to the maintenance of all premises, physical and tangible assets including tools and equipment of the bank.
4. Level	3
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the responsibility of office equipment maintenance by inspecting and checking the functionality of the equipment, furniture and fixtures on a regular basis according to the specifications / checklists provided by the bank; • Demonstrate understanding of job accountability in serving service user departments by conducting inspection on equipment, furniture and fixtures to ensure they are in satisfactory operating condition when receiving complaints or reports from them. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Carry out simple repair work for equipment, furniture and fixtures according to instructions when necessary; • Identify situation when vendors' support should be called upon and make arrangements for repair when necessary; • Make judgment about whether the equipment can be repaired and evaluate the cost effectiveness of repair / purchase before recommending action; • Notify purchasing officer / department to replace non repairable office equipment, furniture and fixtures when necessary. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide proactive and customised maintenance services to create deliver value for client work units; • Demonstrate full consideration of all aspects of benefits and costs when proposing options on office equipment, furniture and fixtures repair or replacement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Arrangement of repair or replacement for equipment, furniture and fixtures at suitable time and act according to the stated guidelines / instructions of the bank; • Decision on the follow-up actions (e.g. repair, purchase) after judging the conditions of the equipment, furniture and fixtures, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

1. Title	Establish sustainable Corporate Social Responsibility (CSR) framework and strategies of enterprise banking
2. Code	109571L6
3. Range	Formulation of sustainable corporate social responsibility framework to benchmark the bank's current operations and impact on society and the environment in order to analyse how and where the bank can improve. It is also an initiative to show stakeholders the determination of the bank to invest in community and environmental protection.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate foresight in CSR by evaluating the social and environmental development trend and their implications; • Understand how the bank should not only comply with legal and ethical standards, but also go beyond by engaging in further social and/or environmental movement in the local and ultimately global community; • Understand the bank's value and business goals; identify proper elements and build them in the CSR framework of the bank; • Understand the importance of developing a sound CSR framework to cope with the bank's values by studying how the bank's business practices affect employees, clients, local communities, human rights and environment on a larger scale. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Determine what are the culture and characteristics that position the bank to establish unique ways to support sustainable growth; • Adopt an internationally recognized standard relevant to the bank's business so as to establish baseline performance and goals; • Communicate with clients to understand their request and ensure their satisfaction. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Adopt a holistic approach to determine the scope, features and functions of the bank's CSR (e.g. environmental protection and management, uphold social equity, conversion of resources, anti-corruption measures, etc.); • Foster a sense of ownership by engaging employees and business partners in the process of creating, implementing and managing the bank's CSR framework.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Integrating social and environmental goals into business operations of the bank by establishing Corporate social responsibility framework; • Contributing to cost control, bank brand improvement, attracting top-quality talent and facilitating long-term financial success by implementing a well-accepted CSR policy.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

1. Title	Develop and implement Corporate Social Responsibility (CSR) plans and activities
2. Code	109572L5
3. Range	Develop the strategies and direction in corporate responsibility. This applies to different kinds of CR programmes including bank-wide programmes and tailored programmes applied only in particular business area with special business objectives.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the values of a sound CSR plan by carrying out strategic analysis on global and China CR issues and opportunities so as to make perceptive reports on the findings with recommendations; • Possess 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; • Master the clues on environmental and social performance management for banking and finance operation; hence to integrate these values in the bank’s CSR strategies. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • Make decisions in main areas of CSR strategy such as voluntary adaptation of sustainability initiatives, selection of non-financial performance measures to track and report, and definition of stakeholder groups and concerns to address; • Develop objectives of each CSR programmes and design measurement metric in calculating the ROI for selecting the most suitable activity; • Develop sustainable business initiatives and show care on the interests of the 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; • Manage and reduce risks of attracting uninvited attention from regulators, media and others at unethical business practices by encouraging implementation of CSR in daily operation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Nurture a sustainable business culture to intensify the CSR concept by giving direction, support and recommendation to business and operation units to integrate the CSR programmes into their operation; • Cultivate a culture which emphasizes corporate responsibility by continuously acquiring expertise on corporate governance, management systems, reporting and transparency.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Development of initiatives to promote CR in bank. The initiatives should be tailored to the different awareness and willingness level of employees.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

1. Title	Establish impact assessment mechanism on Corporate Social Responsibility (CSR) programmes
2. Code	109573L5
3. Range	Designing an evaluation mechanism to measure the impact of the bank's corporate social responsibility (CSR) programmes. The mechanism is established to assess if key reputational, strategic, disengagement and other unforeseen risks can be mitigated by the CSR programmes.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess an in-depth knowledge in CSR implementation and evaluation and determine if the relevant stakeholders are protective of the bank's reputation because they view the implemented CSR programmes as being meaningful, caring and delivering expected outcomes; • Demonstrate expertise in CSR programme implementation by assessing if the CSR programmes have been structured to be responsive to feedback and capable of minimizing unintended consequences; • Understand the public expectations on the bank and the importance of conducting evaluation on CSR implementation which can determine if the CSR programmes are achieving the desired environmental, social and reputational impacts while being aligned with the bank's business strategy. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Determine if the CSR programmes have enhanced employee satisfaction, engagement, retention and loyalty; • Measure organizational performance with respect to laws, norms, standards and voluntary initiatives against general sustainability performance indicators; • Form evaluation steering groups to agree on evaluation strategy and set review milestones; • Employ internationally recognized evaluation methodology or guidelines to assess CSR programmes' effectiveness; • Review relevant documentation regarding existing and historical CSR programme strategy, operational guidelines, public communications and relevant press coverage to assess the shared clarity of CSR intent and the ways in which this intent has been communicated and perceived. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate the feedback of executive and operational staff, suppliers, clients, community members and regulators thoroughly to determine the issues and indicators that would substantively influence their decisions and assessments regarding CSR programme performance; • Analyse findings comprehensively and compile an evaluation report that includes practical risk mitigating recommendations to strive for continuous improvement on CSR development.
7. Assessment	The integral outcome requirements of this UoC are:

Criteria	<ul style="list-style-type: none">Collecting views of key stakeholders and evaluate effectiveness of CSR programmes launched; compiling an evaluation report with improvement recommendations.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.5 Corporate Social Responsibility (CSR) Fulfilment)

1. Title	Promote Corporate Social Responsibility (CSR) to engage internal and external stakeholders
2. Code	109574L4
3. Range	Communicating with different stakeholders on CSR by organizing different learning or promotional activities. This applies to all promotional and educational activities related to CSR organized for bank employees, business partners, clients and other stakeholders.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements 6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in CSR and understand the culture of the bank and apply the expertise to evaluate the readiness and willingness on CR activities of employees in different units; • Demonstrate Understanding on the value of open communication and stakeholder engagement by employing appropriate tactics to communicate with stakeholders like employees, shareholders and so on to promote corporate image in CSR fulfilment through writing of comprehensive reports. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Use suitable tactics to encourage relevant employees to receive formal training and / or achieve qualifications in their professional area; • Implement suitable CSR programmes and organize promotional activities 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 public at large. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • 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; • Launch, manage and monitor promotion programmes on CR activities covering staff and the wider community.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Employing different activities to encourage participation in CR campaign / activities organized by the bank by different stakeholders including employees, customers, suppliers and business partners.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Develop value enhancing financial technology and digital banking policies and strategies
2. Code	109575L7
3. Range	Formulating policies and strategies of financial technology utilization for the whole bank which will be applied to different geographical locations, functional units and departments etc.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in financial technology development trend and based on that to conduct research on the latest development of technology utilization in financial services industry and the bank specifically; • Demonstrate knowledge in data analytics by conducting critical analysis and research on local and global technological development to anticipate the trend of products and services offered by the banking industry; • Possess sound knowledge on business acumen to evaluate costs and benefits of adopting forefront financial technologies; hence to seek business opportunities for the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate 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; • Identify both the prospects and threats of the identified products or services offering opportunities to reach a business decision; • Review the bank's current service delivery mode and conduct in-depth SWOT studies on technology based transformation; • Liaise with product specialists and operations experts to carry out feasibility studies and operational analysis. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Develop a vision on the strategic direction of the utilization of financial technologies for the bank and cite supporting evidence from different sources; • 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; • Develop innovative financial technology policies and strategies for the bank by analysing the macro environment including the actions of key competitors and predicting the long term development trends; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Lead business related operational analysis for financial technology and digital banking initiatives
2. Code	109576L6
3. Range	Sponsorship and development of holistic approaches and methodologies on operational analysis for enterprise banking functions. This refers to different spectrum of analysis ranging from strategic levels.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in financial technology development trend and apply it to analyse the latest development of technology utilization in financial services industry; • Possess the skills of carrying out suitability tests for new operational initiatives and is able to specify the pros and cons of using different digital platforms or devices of the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate, analyse, and report on existing and potential new digital banking functions, cash management products, e-payments, and digital channels, etc.; • Utilize data and analytics to identify opportunities to introduce efficiencies and new prospects to the services; • Develop KPIs (key performance indicators) together with digital product managers to better manage performance and create business opportunities for new initiatives and enhancement; • Develop standard reporting related to customer activity, model and analyze pricing changes and potential impacts to the existing client base. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • 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; • Ensure all reports and documents are created in the format conformed to the organization standards and policies.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing 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 effective.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Develop breakthrough solutions by leveraging technology to enhance products and business models of the bank
2. Code	109577L6
3. Range	Designing and developing complex business solutions or innovative products or services of the bank by leveraging latest financial technology in line with the top-level strategic direction. It entails the comprehensive business models, operations processes and individual new or enhanced products or services.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the principles and possess fundamental knowledge in financial markets and banking operations to passionately try out the business models or products and services with latest technological devices; • Master and employ project management techniques on large scale transformation projects or breakthrough business models development; • Understand the business, operational and regulatory environment and comply with all requirements throughout the entire business solutions or new products development process. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Conduct automated testing approaches such as acceptance testing and specification by example; • Define strategies for technical solutions and determine requirements, and develop functional designs based on the analysis of business needs, objectives and existing systems infrastructure; • 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; • 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. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Apply technical knowledge in determining multi-facet design requirements for large projects involving line of business, software / hardware developers and vendors; • Always strive for excellence to develop innovative and breakthrough solutions for the well-being of customers; • Set highest priority for customers' interest when formulating technical strategies and solutions.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Employing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management
(Key Function – 10.6 Financial Technology Management)

1. Title	Develop customer and digital transformation road mapping
2. Code	109578L6
3. Range	Developing bank-wide digital transformation road mapping architecture that specific needs of different functions of the bank are well considered.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the customer and bank driven digital strategies developed and is capable to translate them to build detailed transformation plan; • Demonstrate understanding of data gathering and analysis methodologies by gathering complex information to perform data analysis in driving increased business effectiveness, improved technology utilization and enhanced position to address market forces. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Adopt a strategic mind-set, analytical thinking, and operational prospective to drive business value upon customer and digital transformation road mapping; • Construct detailed customer / digital transformation plan to clearly articulate initiatives required to consciously transform the bank to the targeted future state; • Follow the customer digital solution strategy, technology architecture, platform alternatives and road maps to support and enable business and technology vision and goals. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Quantify the value / size of new opportunities to inform and prioritize technologies, channels, processes, products and services road maps; • Articulate complex business issues and trends, including the associated technology implications within the financial service industries to develop the transformation plan; • Adopt a strategic perspective, critical thinking, and value enhancing objective to integrate complex issues in the transformation processes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Taking complex technology factors and business issues into account, lead in-depth analysis to construct customer and digital transformation road maps; • Following the customer digital solution strategy, technology architecture, platform alternatives and road maps to support and enable business model transformation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Lead and design process re-engineering related to financial technology development
2. Code	109579L6
3. Range	Designing process reengineering in alignment to the business goals and corporate values and developing and implementing the bank's financial technology strategy. This applies to the financial technology devices developed by the bank or in cooperation with external vendors.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the up-to-date development in process re-engineering and apply the expertise to lead strategic financial technology and development planning to achieve business goals by collaborating across different functions of the bank; • Possess the knowledge in financial technology development and based on that to identify opportunities for innovation and assess the market environment for obstacles and technical hurdles to the business' success; • Understand the concepts and theories of project management and based on that to identify and prioritize development initiatives, and set timetables for the evaluation, development, and deployment of products and services developments with the aid of financial technology. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Specify the requirements of new / revamped processes to product management team and manage multi-product application development process needs; • Identify the technological needs in processes reengineering and liaise with external technology vendors to establish the framework of process reengineering in the course of technology conversion; • Coordinate the research, reporting, and resolution of issues reported for assigned financial technology adoption areas and functions; • Assess the deviation between existing systems and new process introduced by the financial technology approach; propose action steps and timetable to move on to the revamped process. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Drive application architecture and evolution, including application modularization and integration, through the creation, implementation and evolution of a technical product roadmap; • Propose system and procedure changes proactively to prevent future issues, improve function, or improve service.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Designing and executing the process reengineering exercises related to financial technology with regard to timeline, budget, resources, quality and internal controls.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Identify and prioritize new technological features and alternative solutions for digital products
2. Code	109580L5
3. Range	Developing new digital product features for the entire bank based on thorough research and management of the production goals and standards. This applies to the financial technology devices developed by the bank or in cooperation with external vendors.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the global financial technology development trend and based on this knowledge to analyse the latest development of technology utilization in financial services industry; • Possess the expertise in financial technology development and thorough understanding of the bank’s culture and apply them to identify, design and implement technology, digital products and creative business solutions for user departments; • Possess the technical knowhow to organize and lead different aspects of the proposal development process to develop the technological solutions for digital products. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Lead and design industry research, competitive information and client usage metrics to help identify and prioritize new technological product features requirements; • Compare features of alternative solutions with the new digital products proposed initially based on business needs, cost benefit analysis and risk returns analysis. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Collaborate with other functional areas of the bank and other business partners (e.g. commercial banking, private banking, treasury, etc.) to develop leading digital solutions that meet the unique needs of enterprise banking and other units of the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Execute digital usage, reporting and optimization strategy
2. Code	109581L5
3. Range	Development and execution of digital and mobile usage metrics for all products, services and operational processes of the entire bank. This applies to all sorts of tools on digital usage, reporting and optimization strategy design and implementation including self-developed and external vendor designed digital devices.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the global financial technology development trend and based on this knowledge to analyse the latest development of technology utilization in financial services industry; • Possess the knowledge and techniques of customer experience management and apply it to utilize relevant data and resources to maximize prospect and customer engagement in support of the bank’s strategic goals. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Partner with analytics teams to drive digital behaviour analysis that will inform and provide insights to digital strategy development; • 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; • Facilitate analysis to identify areas of opportunity to increase digital and mobile engagement and identify key digital behaviours that drive sustained behaviours; • Take steps to ensure the measurement data of analysis are processed accurately and precisely; • Create all reports and documents in the format conformed to the bank’s standards and policies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide analytics insight, drive targeting segmentation and identify new opportunities to increase digital and mobile engagement; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing and maintaining a dynamic reporting infrastructure which includes regular reporting of digital and mobile usage and campaign analysis with insights and details on their performance.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Execute digital platform evaluation and selection
2. Code	109582L5
3. Range	Identifying best suited platforms or tools in terms of customer accessibility and cost effectiveness to implement a wide range of complex bank-wide technological solutions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the development of digital platform utilization in the banking industry and based on this knowledge to keep track of and analyse latest development of financial technology; • Understand different operational processes and best practices of business solution implementation on Customer Relationship Management, mobile device management platforms and mobile application management platforms. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • Perform evaluation and analysis of the effectiveness of existing solutions, platforms, and tools against selected business and technology KPIs and strategic goals. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Articulate leading business issues and trends, including the associated technology implications and employ the best suited platforms to implement the solutions; • Take steps to ensure the platforms selected produce greatest benefits to the users and the bank.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identifying and selecting appropriate platforms to deliver complex business solutions in considering CRM capacity, cost effectiveness and customer satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Implement and review financial technology plan
2. Code	109583L5
3. Range	Implementation and integration of new application of financial technology plans adopted to enhance the potential for success of the initiatives and reduce project risks. This applies to different types of Fintech applications.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of financial technology development and apply it to execute financial technology development planning to achieve business goals by coordinating different functions of the bank to take part in the initiative; • Understand the importance of having a structured implementation plan in place to identify and prioritize development initiatives, and set timetables for the development and evaluation of financial technology implementation. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Develop an implementation overview, including anticipated start dates and completion date; • Identify project team members, liaise with vendors and business process advisors hence to contact end users for feasibility planning; • Monitor and review the implementation of the financial technology plan with milestones and identify risks factors if timeline is not being met (e.g. regulatory, compliance, financial risks, etc.); • Develop and execute communication plans with project team, end users and service vendors; • Identify and source physical implementation requirements such as new equipment, network, telecommunication, physical space requirements, etc.; • Execute process impact plans and testing plans to address new process requirements, changes on job duties of staff and review on testing results; • Outline initial and on-going implementation plan for users, provide job aids and performance support to ensure back up/ sustainability; • Evaluate if data integrity assurance process is in place and newly introduced Fintech applications are compatible with existing technology systems; • Provide feedback to end users and stakeholders before, during and after the implementation in order to seek continuous improvement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate if data security, compliance, regulatory and legal requirements are all met as planned in order to implement the initiatives effectively; • Consistently identify opportunities for innovation and assess the market environment for obstacles and technical hurdles to the business' success;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Executing detailed implementation plan of financial technology initiatives by collaborating with key stakeholders and end users during the entire implementation process; • Conducting review controls upon the completion of implementation and performing

	transition to end users.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 10. General Management

(Key Function – 10.6 Financial Technology Management)

1. Title	Promulgate financial technology mission of the bank and develop talents in digital banking
2. Code	109584L5
3. Range	Engagement of staff from different business areas of the bank in the technology transformation journey including provision of training, promotion of new digital initiatives and identifying talents to take up new digital assignments. This applies to the knowledge and skills training and development on systems and financial technologies applications.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in financial technology and apply it to analyse the latest development of technology utilization in financial services industry; • Demonstrate ability to define, prioritize and deliver forefront digital strategies by thinking strategically and staying on top of tactical execution. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • 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; • 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; • Perform role of advisor and coach to provide input and guidance on financial technology knowledge into the staff development process; identify talents to take up new digital assignments. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Shape business strategies for digital products and services with a mission to instil a digital culture within the bank; • 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Instilling a culture of technological transformation through active engagement of staff to define digital strategies and promotion of digital products and services; • Provision of training, coaching and advice to staff in order to develop their competency in financial technology.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.1 Business Goal Management)

1. Title	Identify strategic opportunities on business development and formulate practical business plan
2. Code	109585L7
3. Range	Identifying new opportunities with a holistic and visionary understanding of the industry and is always able to extend beyond current boundary on business development. This applies to business decisions related to corporate development of a particular business area.
4. Level	7
5. Credit	5 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the market environment and anticipate major trends and dynamics in the banking and financial services industry, so as to identify potential new business opportunities; • Grasp the ideas of threats and outlook analysis on new opportunities and contribute innovative / original ideas for a new business venture or initiative; • Understand thoroughly the theories and techniques of data mining hence to conduct research; define, optimize, and document the business concept, and translate creative thoughts into actions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Put forward various alternatives that could contribute to the business success by thinking broadly and multi-dimensionally on long term corporate development; • Analyse the business ideas thoroughly, anticipate the return and estimate the potential risks, assume accountability and risk for making the specific business decisions; • Lay down development strategies and direction for the bank with a view to maintaining a pioneering and leading position in the industry; • Formulate practical business plans for defining the course of actions; • Articulate business idea and obtain buy-in or feedback from stakeholders to enrich the proposed business plans. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Evaluate the whole course of actions for both internal and external factors; and the impact to different stakeholders and the environment to minimize negative effects to any party; • Use of innovative / brand new technologies, skills and / or operational strategies and processes; • Identify strategic opportunities on business development and business plans that are practical and realistic for execution.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Identification of creative and innovative strategic opportunities on business development and development of practical business plans 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.1 Business Goal Management)

1. Title	Build alignment among different teams to work towards a unified goal
2. Code	109586L6
3. Range	Aligning 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. This applies to the context which is more related to a broad range of situations and professional work activities.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the content and impact of the unified goal to the business functions and also different teams; • Understand the importance of team unity and develop team managing plans with reference to the needs, preference and personality of fellow team members; • Comprehend the concepts and techniques of teamwork and cultivate shared understanding of the team goal among team members. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Set clear individual team goal with clear alignment to the unified team goal across different teams; • Communicate the unified goal to members to explain the rationale and benefits to inspire and get their buy-in; • Identify the differences and challenges of each team role & responsibilities and help them understand their connection to each other; • Set priority for goals and resources based on their importance and availability and communicate specifically with responsible team members. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Act as a role model by demonstrating proper attitudes and behaviour to drive the work team to achieve high level of performance towards the unified goal; • Foster an environment and culture for regular and open communication and information sharing; • Provide regular update and feedback to promote and recognize the achievements for both individual team and unified team goals.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing clear roles and responsibilities for each team with clear connection towards the unified goal; • Achieving high degree of understanding and motivation among team members to drive for achievement of unified goals.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.1 Business Goal Management)

1. Title	Solve problems and make decisions creatively to achieve business goals
2. Code	109587L5
3. Range	Solving encountered problems creatively. This applies 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. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand thoroughly about the details of the business goals and their importance to the business; • Have an in-depth understanding of the concepts, theories and tools of problem solving by demonstrating willingness to attempt and apply new methods and approaches; • Understand the principles of creative and critical thinking in the problem solving and decision-making process. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify root cause by employing the appropriate problem solving tools when encountering problems; • Investigate existing work methods, modify and improve work processes to generate better solutions and enhance efficiency; • Propose new ideas or solutions and decision making to improve existing practice by employing creative principles, problem solving tools and critical thinking process. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Be open; show interest in new ideas and is keen to make further explorations; • Contribute innovative ideas by thinking beyond the bank’s cultural boundaries and demonstrate willingness to take risks by trying new work method.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Developing creative ideas or solutions or proposal through application of problem-solving process and critical thinking for decision making in order to achieve the business goals when problems are identified.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.1 Business Goal Management)

1. Title	Lead project team members to achieve assigned tasks
2. Code	109588L4
3. Range	Demonstrating high aspiration to accomplish the assigned work. This applies to individual performance of employees with different roles and indifferent kinds of projects.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate clear understanding of the roles and responsibilities of the project team leader and project members by clear articulation through regular communication; • Comprehend the knowledge of team management process and team motivation principles; • Understand the strengths of the project team members and areas requiring further support. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Define the expected outcomes and reporting mechanism of the assigned tasks and well communicate to the respective project team members; • Review the progress of the assigned tasks on regular basis and provide feedback timely; • Provide adequate support to team members as per their needs for achieving the assigned tasks; • Apply the motivation strategies to motivate the project team members in according to their motivators and adopt appropriate recognitions for driving performance excellence. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Remain resilient and stay positive when encountering difficulties in dealing with performance or staff issues; • Manage the team performance regularly and timely in order to identify issues as early as possible.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Completion of assigned tasks through an established reporting and review mechanism and employing an effective motivation strategy.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Supervise team members in accomplishing task assignments during the course of work
2. Code	109589L5
3. Range	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.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the roles of a supervisor and delegate tasks of different natures and scales to relevant team members in a relevant manner to generate a sense of ownership; • Understand different levels of authority by assigning right level to the individual team members in according to the roles and responsibilities; • Comprehend the knowledge of delegation techniques by delegating work tasks to team members appropriately based on their ability, expertise and aspiration. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Evaluate the urgency and importance of work and manage workload so as to set appropriate priorities for team members; • Track implementation against deliverables to ensure project tasks are on the right track; • Monitor quality of work of subordinates / project team and develop back-up manpower plans for contingency; • Provide adequate guidance and coaching to the team members for supporting their achievement on the assigned tasks. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Solicit feedback from team members about work assignment to preserve team spirit and create a cooperative climate; • Follow through tasks conscientiously to achieve quality results and meet the deadlines.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Conducting effective delegation and arrangement of work based on understanding in the ability and preference of different team members; • Monitoring the work of subordinates and taking suitable actions during the course to ensure achievement of quality results.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Manage work performance of subordinates and take relevant actions on sub-standard performance
2. Code	109590L5
3. Range	Managing the performance of individual or team to ensure achievement of planned objectives. This applies to performance management of employees of different ranks and job functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts of performance management by establishing clear and measurable objectives to assess individual and team results which can be aligned with the performance targets of the department / unit; • Comprehend the knowledge of people management skills by guiding employees to set up performance objectives and plans after considering the bank’s strategies, their aspirations and competencies. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse the strengths and weaknesses of subordinates and guide them to achieve key operational metrics and business goals consistently; • Guide new co-workers to reconcile their job expectations and required work performance; • Coach and make others feel motivated to achieve their agreed performance goals; • Define and take the relevant actions when sub-standard performance of subordinate is assessed and confirmed. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Evaluate others’ work performance regularly and provide timely constructive feedback for improvement; • Review and monitor the performance achievement of others and motivate them to correct deficiencies and follow up improvement progress on a mutually agreed timeframe.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Monitoring of subordinate’s performance by providing suitable guidance and motivation according to their abilities and job performance.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Manage diversity of subordinates in different generation and culture
2. Code	109591L5
3. Range	Developing cultural competence with an ability to understand; communicate with; and effectively interact with people across cultures and different generations. It is about working harmoniously with varying cultural beliefs and preference of others. This applies to different levels of managerial functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand problems can arise from differing mindsets and communication styles of employees with different cultural background and / or born in different eras; • Possess in-depth knowledge in managing cultural differences by applying it to evaluate and compare the interactive styles between different groups of co-workers such as skeptical and independent vs. open-minded and team-oriented; • Have an in-depth understanding of the importance of respecting different cultures and demonstrate the belief by focusing on actual behaviours of co-workers rather than pre-conceived and biased notions. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Recognize generational differences and adapt to their styles, tailor personal managerial style for each person's strengths, personality and aspirations rather than trying to change the co-workers; • Take appropriate actions to address the differences in values and expectations of each generation group; • Facilitate mentoring between different aged employees to encourage more cross-generations interactions; • Facilitate open communication to present ideas, concerns and complaints regardless of age and tenure; • Communicate with individual co-workers to understand their request and ensure their satisfaction. • Accommodate different learning styles to facilitate younger co-workers to learn the experience and wisdom offered by the more senior staff while providing opportunities for older employees to open to the fresh perspectives. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Create recognition programmes based on personal needs of different generations of co-workers; • Accommodate different learning styles to facilitate younger co-workers to learn the experience and wisdom offered by the more senior staff while providing opportunities for older employees to open to the fresh perspectives.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing generational diversity influence effectively by recognizing the characteristics of various generation groups in order to improve understanding, communication and co-operation between co-workers; • Enhancing employee satisfaction and creating a harmonious atmosphere for employees of different generation and culture working together.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Develop and implement talent development activities
2. Code	109592L5
3. Range	Providing suitable development activities to nurture talents for the bank. This applies to talent development for employees of different ranks and job functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand talent development concepts by applying the knowledge to develop comprehensive training and development plans for different units to ensure sufficient supply of talents with expertise in various functions, product lines / services and operations; • Demonstrate comprehension of talent management by applying the techniques to analyse the development needs of the unit and identify skills and knowledge which have to be enhanced. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify talent needs in the work unit and implement talent development plan accordingly; • Consult individual to identify training needs based on operational requirements and individual's competency level; • Monitor the change in job requirements of positions under supervision and develop suitable training plan for the incumbents. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Show support to subordinates by providing opportunities to help them achieving their career / development goals; • Act as a role model on continuous learning by communicating with subordinates on changing business requirements and improvement needs; • Encourage subordinates to further develop their strengths for their personal growth.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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; • Organization of feasible talent development activities for the work team which is in alignment with both business and subordinates' development needs.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Support subordinates in achieving their career aspiration and personal growth
2. Code	109593L5
3. Range	Developing employees and helping them ascend the career ladder. This applies to career development for employees of different ranks and job functions.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the techniques of talent development by observing and deliberating with subordinates in order to understand their career aspirations and developmental needs; • Possess the knowledge of talent management and apply it to formulate subordinates' career development plans that can help them utilize opportunities provided by the bank to realize their career goals. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Provide guidance and advise employees to obtain appropriate academic / professional / technical qualifications which are pivotal to career advancement when needed; • Introduce available resources from the bank in supporting lifelong learning for career advancement when needed; • Support subordinates to plan for possible job rotations / movements for their own career development needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide career advancement opportunities by nominating 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.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Provision of career development opportunities to subordinates which can help achieving their career aspiration and personal growth. The opportunities should be based on development needs of subordinates, the bank's resources and operations of the units.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.2 People Management and Talent Development)

1. Title	Improve team coordination and team performance
2. Code	109594L4
3. Range	Acting as a team player by adopting an open-minded working style. This applies to teamwork in different kinds of team including formal business team and informal ad hoc work team. It refers to the context of preparing said action / operational plan independently after thorough investigation or providing support in complex tasks.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Realize the importance of team communication by employing different communication strategies to seek for team members' comments and change work methods to achieve better results when necessary; • Demonstrate the techniques of team management by initiating open and two-way communication; and accepting ideas / opinions and feedback in a positive and constructive manner. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Communicate with different team members to understand their difficulties; share responsibilities when appropriate; • Contribute expertise by assisting co-workers to achieve quality performance and continuous improvement. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Coordinate with team members and other key stakeholders regarding team performance in a collaborative manner; • Show respect and seriously take others' opinions in considerations in making decision on own work and the teamwork.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Improvement in team performance and coordination through using different communication strategies and offering different kinds of assistance.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.3 Resources Management)

1. Title	Plan for resources allocation
2. Code	109595L5
3. Range	Developing the resources allocation plan of a particular business unit. This applies to arrangement of different kinds of tangible and intangible resources for different business units.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts and techniques of resource management by planning, deploying and reviewing resources to meet current and future needs of the business development; • Understand the current situation of different types of resources and rationale behind for its allocation; • Possess the knowledge on the relevant policies and procedures related to resources management. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify the various resources needs of different business units; • Allocate resources according to the bank’s strategies, relevant policies and procedures in order to achieve the bank’s objectives and ensure optimal utilization; • 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, equipment / facilities, space and so on. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Facilitate sharing of resources where appropriate and to capture the views of stakeholders for better planning on resources allocation in the future; • Assess precisely and realistically the benefits and costs of different alternatives of allocation to ensure resources are optimally utilized.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishing resources allocation plan of different kinds of resources which in alignment with the overall business targets of the bank, the roles of different departments and units, principles of cost effectiveness etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.3 Resources Management)

1. Title	Expand existing resources pool
2. Code	109596L5
3. Range	Expanding existing resources pool by introducing new resources. This applies to different kinds of tangible and intangible resources.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate thorough understanding of sourcing approaches for generating new resources; • Understand the nature of different types of resources and their needs, constraints, limitation related to expansion. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Analyse current and future requirements and resources allocation of different business units; • Identify appropriate resources are required to enhance performance; • Analyse new approaches of raising additional resources and encourage staff to bring in creative ideas; • Source for new resources and evaluate the return on investment to make decision on acquisition for new resources. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Take initiative to pull in new resources creatively in order to enhance performance of different operations and business units; • Demonstrate full consideration of all aspects when exploring and proposing new options of resources; • Monitor and assess the resources pool regularly to ensure expansion done in right timing.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Sourcing and deployment of new or additional resources based on analysis on resources requirements of different business units and the return on investment of different alternatives.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.3 Resources Management)

1. Title	Maximize utilization of different resources
2. Code	109597L5
3. Range	Maximizing the usage of different resources to improve cost effectiveness. This applies to different kinds of tangible and intangible resources.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the bank’s strategies and goals and their connection to the resources requirement; • Comprehend the market trend and information to benchmark the utilization level of different resources; • Possess the knowledge related to the utilization of different resources, e.g. the utilization analysis findings, evaluation and reporting mechanism. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Conduct cost-effectiveness analysis of different approaches and priority in resources allocation when deciding redeployment of existing resources; • Devise action plans on resources redeployment to ensure no operational procedures will be disrupted; • Evaluate the existing utilization rate and identify ways of cost saving through making effective use of allocated resources. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide feedback on the work process with the stakeholders to facilitate optimal utilization of allocated resources; • Communicate with different stakeholders effectively to align the strategies for maximizing the utilization of different resources.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Redeployment of resources when necessary for maximizing the utilization. The redeployment should be based on analysis of utilization rate and cost effectiveness calculation amongst different alternatives of resources allocation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.4 Change Management)

1. Title	Develop change management strategies
2. Code	109598L6
3. Range	Designing the overall change management strategies to support the bank's development. This applies to major changes in the business, operations and structures of the bank.
4. Level	6
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Comprehend the trend of environmental changes and analyse the nature of changes and their impacts on different operations for the purpose of developing corresponding programmes; • Possess the knowledge of change management concepts, process techniques; and possible reactions of the stakeholders in the change management cycle; • Realize the culture of the bank and assess the degree of resistance by conducting research on the basis of incomplete information such as size of the affected population, concerns of stakeholders, expertise in the bank, the dependency level on the bank, etc. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Establish the vision of the change; define change objectives and set clear targets; • Analyse different change management approaches and establish suitable strategies including the communication strategies for managing changes in enterprise banking context; • Develop high level action items with flexible priorities and alternatives; • Develop mechanism in monitoring progress; reviewing and fine tuning in the change strategies. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate the change management strategies to the concerned stakeholders regularly for helping them understand the needs and benefits of the changes; • Consider and assess the resources required and evaluate whether the bank have enough resources to support the strategy; • Anticipate consequences of the strategies, plan and build in preventive measures to manage possible negative responses.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.4 Change Management)

1. Title	Implement change management plan and provide support for staff adaption
2. Code	109599L5
3. Range	Assisting employees to adapt to the changes by instilling attitudinal, cognitive and behavioural change. This applies to every employee whose work is affected by the change.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the emotions of parties concerned and estimate the potential impact of the change to employees’ work behaviours, work processes and technological requirement so as to provide related support or design relevant programs and / or training to them; • Understand the concepts and theories of change management and apply the skills in building change implementation plans. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Maintain and strengthen morale by communicating the rationale and benefits of changes clearly with staff members during the process of change; • Assist employees to understand the needs of specific changes, such as new business process or new technology and corporate support towards the change through various communication channels; • Provide training, guidance and / or other means of assistance to help employees to attain the goals in change effectively; • Assist employees to acquire and apply new skills at work through systematic and well-structured training and / or guidance. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Provide guidelines or operation manual to employees to deal with the changes that require new work behaviours; • Coach employees who have difficulties or refuse to realign with the change goals; • Anticipate consequences of activities, plan and implement preventive measures to overcome the negative responses.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Managing transition by providing different measures to gain employee’s support and lead to changes in behaviours. The measures are designed according to the nature and degree of changes, reasons underlying employee’s resistance and other related factors.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.4 Change Management)

1. Title	Redesign work process in response to the changing environment
2. Code	109600L5
3. Range	Updating workflows of different functions to align with the change strategies. This applies to every work process which is affected by the change initiatives.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the concepts and theories of process enhancement and apply the skills by evaluating the forces and scopes of change which affect individuals, groups, work unit(s), bank’s business, operational functions and the bank as a whole; • Demonstrate the knowledge in change management by assessing impacts on the proposed changes on workflows; • Demonstrate understanding of market trend by anticipating the impacts to the work processes. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify and analyse work processes that must be changed in order to support the change initiative; • Identify and analyse work processes that can be streamlined due to the introduction of changes and assess the impacts on employees and improvement on operational efficiency; • Redesign work processes based on the needs analysis and impacts anticipated; • Communicate effectively with related parties and help the affected parties to adapt to new work systems through standardization of work processes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Consult relevant stakeholders in the bank to redesign the workflow, operating procedures and roles of different employees in order to support the implementation of changes; • Ensure that information about the change, its goal, benefits and consequences are clearly presented to different levels of employees; • Develop relevant training materials and organize training programs according to the needs and knowledge level of affected parties to ensure their understanding.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Restructuring of work processes. The new design should be supported by analysis on how to support the change, how to maintain the efficiency and how to minimize effects on related parties; • Provision of activities to communicate and educate the change to affected parties. The activities should be based on the characteristics of different parties to ensure every party can understand the goals, changes and benefits clearly.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.4 Change Management)

1. Title	Manage changes in operations / systems that affect customers
2. Code	109601L5
3. Range	Managing aspects of changes which affect bank's customers. This applies to every customer who is affected by the changes regardless of the customer segments.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the sentiment of different segments of customers by applying appropriate techniques to handle their needs and emotions during the change process; • Comprehend the knowledge of current operations/ systems by identifying the key changes which may impact the customers; • Possess knowledge in change management and customer experience management by analysing the customer profiles to identify their reasons of resistance. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the changes to ensure that services level is not compromised on customers and least disruption of related internal work processes occurred when implementing operation / system changes; • Identify the reactions and feedback of customers and carry out fine tuning on execution when necessary; • Provide recommendations to business units concerned and other relevant functions to ensure a smooth transition from the old system to new system in a timely, professional and cost- effective manner; • Implement and monitor the changes to ensure the changes are executed and adjusted when needed; • Communicate effectively to the affected customers about the changes and possible impacts to them in order to get their buy in or support. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Design communication packages together with relevant work units such as Corporate Communication, Marketing, etc. to communicate the changes to customers and gain their acceptance; • Encourage customer acceptance of the change by explaining and addressing the benefits and advantages of the new system and process redesign; • Monitor the change regularly and be flexibly able to fine-tune the revised processes or workflow timely when necessary.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Management of the change process to minimize customer dissatisfaction by analysing the characteristics and perceptions of customers; • Design of different communication measures to gain customer's support to the new system and maintain customer satisfaction. The measures should be designed according to the nature and degree of changes, reasons underlying customer's resistance and customer's profiles.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.5 Project / Programme Management)

1. Title	Set up project / programme team and establish infrastructure
2. Code	109602L5
3. Range	Establishing project / programme team top deal with specific initiatives related to bank's business development. This applies to projects / programs of different purposes and scales.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the criticality in setting up the team, the purpose and objectives by specifying clearly on how these related to the value to the bank; • Understand the roles and responsibilities of the team in project/ programme and team members' personal characteristics, strengths and weaknesses; • Understand the resources and constraints of the team in order to establish adequate infrastructure; • Possess knowledge in setting SMART (specific, measurable, achievable, realistic and time bounded) Objectives/ goals. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Set up project charter or programme by defining the purpose, defining roles and responsibilities, outlining the objectives, identifying the main stakeholders and defining the authority of the project / programme leader etc.; • Assess the capability and capacity of the team, resources and constraints when establishing the infrastructure; • Define project / programme scope and terms of reference, prepare working schedule and confirm reporting line with related stakeholders; • Construct an overall project / programme management plan by integrate data and information; • Establish sound infrastructure to ensure the constituent initiatives can be run successfully. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Liaise with relevant business and operations units to collect necessary information before project commencement so as to refine the project / programme objectives and coordinate corresponding events; • Apply effective risk management skills by conducting risk analysis, avoidance planning and contingency planning, developing guidelines in escalating high risk and sensitive issues to the appropriate level and seek for relevant support to resolve them.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Setting up the project chapter / programme with clearly defined roles and responsibilities, scopes, framework, work schedule & etc. according to the purpose and objectives of the project/ programme.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies
(Key Function – 11.5 Project / Programme Management)

1. Title	Develop implementation plan of the project / programme
2. Code	109603L5
3. Range	Developing the implementation details of the project / programme which include action steps, budget, timeframe, monitoring mechanism. This refers to projects / programmes of any types or sizes.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the importance of data analysis in project / programme management by conducting micro and macro analysis on the project objectives, environment, team members, etc. in order to determine the approach in achieving the goal; • Possess knowledge in project / programme management by elaborating the approach, chunk it into different stages and develop the details of specific action items. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Analyse the action items and outline the resources requirements; • Optimize the allocation and integration of available resources (e.g. funds, people, materials and so on) for completing the project / programme within defined scope, quality, time and cost constraints; • Design and assign relevant level of authority, responsibilities as well as specific tasks to appropriate project / programme team members for effective and efficient execution; • Establish a monitoring system and metrics to follow through so as to guarantee readiness and required resources according to specifications, cost and timing agreed on project plan. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Identify possible hindrance when carrying out the action items and develop a control mechanism to ensure that the project / programme is delivered within pre-defined constraints such as scope, quality, time and cost; • Follow through the key project indicators and metrics to measure effectiveness and efficiency of task execution.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Formulation of implementation plan which outlining action items to be carried out based on analysis on project objectives, environment and team members; the allocation of resources after analysing the requirement needs and cost constraints, etc.; and monitoring actions to ensure smooth execution and delivery of the project / programme.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.5 Project / Programme Management)

1. Title	Monitor project / programme implementation progress
2. Code	109604L5
3. Range	Monitoring the entire process of the project / programme implementation. This applies to different scale or types of the projects / programme in different business units.
4. Level	5
5. Credit	4 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the metrics required for monitoring and measurement for building in the implementation plan; • Understand the key success factors of project / programme management by analysing the implementation plan and the pre-set control process in particular so as to employ suitable measures in monitoring. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Monitor and report the implementation progress on defined tasks, timeline and budget regularly to stakeholders by evaluating incremental results at different milestones; • Identify any lapse from the stated plan and to identify reasons for the delay so as to define corrective and preventive actions to prevent recurrence of the programmes; • Investigate the impacts of the lapses and carry out suitable measures to minimize the negative consequences. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Manage the implementation progress with sensitivity to avoid negative impacts imposed on other parties; • Oversee the implementation details and monitor all project / programme expenditure to detect wastage, corruption and fraud.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Reporting the progress of the implementation plan after analysing information regarding the implementation process and formulating the remedial measures or preventive measures based on the analysis on the impacts and causes of the lapses.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.5 Project / Programme Management)

1. Title	Execute the actions according to the project / programme management plan
2. Code	109605L4
3. Range	Implementing the project / programme plan. This applies to the execution of any tasks stated in the project / programme implementation plan.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge in project / programme management by executing action steps according to the guidelines given and carry out modifications to the original plan when encountering difficulties or unexpected situations; • Understand the importance of sound communication in project / programme management by escalating the problems to higher level if the scope is beyond the assigned authority. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Keep other team members updated about the progress of the plan regularly and provide guidance and / or assistance to overcome problems that arise when necessary; • 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.; • Communicate with relevant external parties throughout the project / programme phase so that queries or barriers derived from misunderstanding are minimized. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Communicate with different stakeholders to ensure their understanding of the agreed actions and the outcomes expected to achieve in order to minimize misunderstanding and mistakes; • Review progress of project / programme implementation continuously to identify improvement areas and take actions to correct promptly or to prevent recurrence of the problems.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • 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.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.5 Project / Programme Management)

1. Title	Assess and report the results of project / programme
2. Code	109606L4
3. Range	Reporting results on project / programme evaluation. This applies to report the evaluation results in different kinds of format.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of the measurement of results for reporting by facilitating the result assessing and analysing process with key stakeholders and project / programme team members respectively; • Understand the objectives of project / programme and the evaluation format adopted to collect the feedback. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Collect all sorts of data and information about the project / programme and organize in a systematic manner for record; • Integrate insights learnt from the project / programme for knowledge sharing in the preferred formats by stakeholders; • Assess the results and report the findings for follow up or making recommendations for improvement; • Analyse and compare the results with similar project/ programme for identifying the areas for further enhancement and learning. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Prepare and update reports about the progress or achievement of the project / programme according to the informational needs of different stakeholders; • Capture and specify the key learning in the report to target at continuous improvement.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Collection of relevant data for project / programme results by using appropriate methods which are tailored to the purposes and to the participants; • Management of data and report the results of project / programme to related stakeholders in different formats. The presentation of the report should be tailored for the informational needs of different stakeholders.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Contribute innovative ideas for improving work performance and quality
2. Code	109607L4
3. Range	Sharing thoughts and contribution of new ideas to people working together with an aim to enhance the work quality. This applies to work tasks in all functions of the bank; across simple to complex job roles.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Possess the knowledge of innovative thinking and apply it to generate a variety of approaches with the help of using a variety of tools and technologies to issue tackling or problem solving; • Understand the key concepts of problem solving and identify the actual causes of issues and the dynamics that underlie them. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Identify how different possible approaches of doing things are positive or negative logically; and analyse these assessments; • Identify useful sources of information and utilize only those which are essential to the outcome. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Find a better way to approach issues or problems through synthesizing and reorganizing the information; • Recognize changes and challenges, and always strive to offer solutions / services with a future improvement perspective; • Think “out of the box” and use innovative ideas to tackle the issues.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Willing to find new ways of doing things and generate a variety of approaches to tackle existing issues; • Finding a better way to approach issues or problems through synthesizing and reorganizing the information.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Demonstrate customer oriented behaviour to meet the bank's customer-centric value
2. Code	109608L4
3. Range	Showing customer care behaviours at work and always acting in accordance with customer needs. This applies to work tasks in all functions of the bank; across simple to complex job roles.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand customers' situation and genuine needs hence to provide positive responses; • Possess knowledge in customer orientation by demonstrating caring behaviours to help customers voice out their questions or concerns. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Offer help to customers and contribute value added ideas to provide constructive solutions; • Provide assistance from an empathetic perspective and check if advice given fits customers' needs and meets their expectation. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Translate solutions into actionable services or product offers so as to create value for both the customers and the bank; • Take genuinely care about customers' situation after products or services offered. • Follow up to check their satisfaction and provide additional assistance when it is needed.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Genuinely considering customer benefits in the centre of everything one performs; • Offering products and services to customers from an empathetic and customer-centric perspective to meet the customer needs and expectation.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Keep in pace with the development of financial technology to ensure one's technology proficiency
2. Code	109609L4
3. Range	Recognition of the development of financial technology in the financial services industry and keeping abreast of the trend. This applies to work tasks in all functions of the bank; across simple to complex job roles.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the need to utilize technology to improve work processes; • Understand the importance of acquiring up to date knowledge in financial technology hence to keep track and assess the latest development trend of using the technology in the market; • Possess the knowledge in financial technology and keep abreast of the bank's latest development to enhance personal technology competency in using the bank's digital banking tools. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Introduce the features and benefits of using the bank's technological tools to the customers; • Demonstrate core IT competency in digital media and immerse technology when interacting with customers; • Use appropriate information technologies and systems to provide effective and efficient services to customers. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Embrace and leverage technology as a way of doing business and develop working relations with both customers and co-workers; • Interpret technical information and communicate effectively with people who do not have strong technology background.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Recognition of the latest development of financial technology and the trend of using the technology in the market; • Embracing and leveraging technology as a way of doing business and develop working relations with both customers and co-workers.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Manage self to adapt to an ever changing working environment with high level of self-resilience
2. Code	109610L4
3. Range	Recognizing the needs to adapt to environmental changes and adjusting own work pattern to strive for continuous improvement. This applies to the work tasks in all functions of the bank; across simple to complex job roles.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the environmental changes and assess situational forces that are driving and inhibiting an idea for changes; • Understand 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.; • Understand and respond to the need for changes to keep pace with the ever-evolving working environment. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Make personal change and help others to adapt to changes such that the bank can maintain its competitive edge in ever changing environment; • Open to new ideas and adopt new ways of doing things hence to capture the positive experience and prepare for further improvement. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Recognize changes in surrounding environment and their impacts on the business of the bank and one's own job tasks; • Share personal experience with others on how to adapt changes effectively; • Anticipate future directions and risks based on current and future strengths, weaknesses, opportunities and threats; take measurable risks to adapt to changes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Sensitivity to and understanding of the changes in surrounding environment and recognizing their impacts to the bank's business and own job tasks; • Having open-minded approach to accept and adapt to the changes effectively.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Take personal commitment to strive for continuous learning and improvement
2. Code	109611L4
3. Range	Committing to expanding one's professional skill-set through learning in response to a changing environment and new development continuously. This applies to work tasks in all functions of the bank; across simple to complex job roles.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand continuous learning is about the constant expansion of skills and skill-sets through learning and increasing knowledge and have a desire to explore new spectrum of knowledge and skills; • Understand the essence of keeping up to date with new trends, movements in the market and changes in the environment that may affect one's value. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Engage in continuous learning, as well as research and assess new ideas and information to provide the opportunity for lifelong learning; • Set career and development goals for oneself and develop education and training plan; • Review and monitor the progress of the education and training plan to ensure effective learning and continuous improvement are applied. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Seek challenging assignment; look for new responsibilities and is excited by the challenge; • Commit to putting in additional effort to strive for excellence; • Incorporate comments of co-workers into self-development plan; • Show eagerness to demonstrate effective performance by displaying energy and enthusiasm in approaching continuous learning and job outcomes.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Creating the learning goals and plans; and carrying out with continuous review of the learning progress against the planned activities for achieving better performance; • Willing to take challenging assignment and set high standard for oneself.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Demonstrate professional communication and interpersonal skills to effectively manage stakeholders across regions and functions
2. Code	109612L4
3. Range	The ability to interact with people across functions and geographic regions, to convey facts, arguments, ideas and instructions in a clear, concise and systematic approach. This applies to all levels of banking practitioners working in different functions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge in communication by applying it to establish rapport with others and is sensitive to their needs and cultural differences; • Possess and use communication skills effectively by clearly, completely, accurately and effectively conveying information to peers, subordinates, superiors and external parties through verbal conversation and formal and informal documents; • Understand the key elements of communication and apply them to initiate dialogue and exchanges views on work related issues; • Comprehend the concepts and theories of communication and apply them to listen thoughtfully to others' concerns and express compassion for their issue. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Interpret issues precisely and concisely; provide clear explanation in stakeholders' preferred language, communication styles or channels; • Employ questioning, probing, answering, checking understanding and summarizing skills to ensure effective two-way communication; • Listen and understand the ideas and views of others including clients, co-workers and business partners in a receptive and positive manner, both verbally and in writing with consideration of culture differences; • Provide positive and constructive input to complex situations and meetings across regions and functions; • Articulate or cascade the key messages to related parties in response to their needs. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Project a sincere and genuine image, advise and provide support to others when it is needed; • Be receptive to feedback from co-workers, business partners and customers and reflect opinions to top management effectively; • Understand others' request, manage priorities from stakeholders and make effort to ensure their satisfaction decisively.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Establishing rapport and communicating effectively with different stakeholders with consideration of their communication styles or cultural differences for achieving mutual agreements or common goals; • Achieving business results by reaching mutual understanding and obtaining customers and stakeholders' satisfaction.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Develop multi-language capability to meet market and client needs
2. Code	109613L4
3. Range	Using written Chinese and English, spoken Cantonese, Putonghua and English effectively to communicate with colleagues, business partners, customers and other stakeholders at work. It also entails the ability to employ or learn other foreign languages to achieve work result as appropriate. This applies to all levels of banking practitioners working at different functions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Understand the needs of writing and speaking native and foreign languages to satisfy social demands and limited work requirements; • Master the knowledge of speaking and listening Cantonese, Putonghua and English dialect structure and speak them with sufficient accuracy to participate in formal and informal conversations on practical, social and professional topics; • Possess the ability in writing Chinese and English language with sufficient vocabulary and structure accuracy; • Understand the business nature and foreign language requirements of processing clients' transactions and is willing to learn that language. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Use written and / or speaking English and Chinese to communicate effectively with co-workers, business partners and customers; • Learn foreign language required to help processing clients' banking transactions; • Speak and write foreign languages to conduct business communication (e.g. routine correspondence, reports and technical materials, etc. related to clients' business areas) with business partners and clients as and when they are needed; • Communicate with cross-border customers with Cantonese or Putonghua as appropriate to develop / maintain business relationship; • Take initiative to develop multi-language capability according to business needs, current trends and affairs. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Use proper language or to facilitate common understanding with clients and / or business partners regarding business deals, inquiries and complaints; • Actively learn all styles and forms of foreign language pertinent to professional needs.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstrating effective communication with co-workers, business partners and customers by using written and spoken Chinese, English and other foreign languages when necessary; • Showing willingness to learn a foreign language which is pertinent to maintain healthy bank / clients' relationship and process clients' banking transactions.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies
(Key Function – 11.6 Personal Effectiveness)

1. Title	Upkeep multi-cultural awareness and actively manage diversity
2. Code	109614L4
3. Range	Being non-judgmental and empathetic toward people from other cultures. This applies to the communication with co-workers, subordinates, supervisors, business partners, customers and all other stakeholders from diverse backgrounds both at work and during social interaction.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand different values, beliefs and customs that different people have are based on their origins and upbringings; • Understand different cultural practices and show consideration for the cultural norms of others to maintain professional relationship. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Show sensitivity to differences and invite others to share their cultural practices in order to build harmonious working relationship; • Make adjustments and adaptations as necessary in different social and professional situations; • Use sensitivity and flexibility to navigate across diverse social and professional situations to avoid offending others; • Have positive verbal and nonverbal communication with co-workers, business partners and clients who have different backgrounds and beliefs to broaden perspectives and enhance the capacity of collaboration; • Take into consideration of the cultural differences including local and non-local economic, social and political environment in planning, designing and / or implementing business plans and services processes. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Recognize and accept cultural differences in a respectful and affirming manner; • Believe cultural differences can be beneficial and actively invite the contribution of different views originated from these differences when solving problems; • Weigh equally the ideas generated from different sources of culture and is able to share and create new cultural elements e.g. norms, values, etc. • Have a multi-cultural awareness; always notice and respect the differences amongst people’s values and beliefs;
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of desirable behaviours in practicing cultural awareness by extending respects to co-workers, subordinates, supervisors, business partners, clients and all other stakeholders of different cultures; • Demonstrating the ability to have verbal and non-verbal communication with others who have different backgrounds and beliefs, hence to broaden perspectives and collaborate effectively.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Take personal responsibility for embedding the highest standards of professional ethics
2. Code	109615L4
3. Range	Commitment to upkeep and continuously improve the accountability to fulfil the expectations of bank customers, co-workers, and the banking industry at large by Demonstrating professional behaviours to meet high ethical standards. It applies to all levels of banking practitioners at different functions.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the responsibility of up-keeping the professional ethics standards and operate in accordance with the highest standards of ethics or code of conduct relevant to banking industry; • Understand the standards of the bank and the financial services industry, hence to act with integrity, comply with laws, regulatory requirements and rules of the bank; • Understand the professional responsibilities of a bank employee and based on that to treat co-workers, customers, business partners and all stakeholders ethically and equitably at all times; • Understand the compliance requirements and report promptly to the responsible parties in case of violation of any law, rule or regulation by the employees, business partners or any other third-party conducting business with the bank. <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Refrain from engaging in any activity or having a personal interest that may construct a “conflict of interest”; • Disclose any transaction or relationship that reasonably can be seen to give rise to a conflict of interest; • Maintain the confidentiality of sensitive information entrusted with the bank; take proper precautionary actions to ensure the confidential information is not communicated within the bank except to the people who have a need to know to perform their job duties; • Report all business transactions honestly, accurately and timely to meet legal and regulatory obligations; • Stay alert to the compliance matters and actively share ideas or suggestions for improving the compliance related measures or procedures. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Treat and deal honestly, ethically and fairly with the bank’s customers, employees, suppliers, services providers, competitors and all other related parties; • Refrain from taking advantage of anybody through manipulation, concealment, abuse of privileged information, misrepresentation of products and services materials or any other unfair dealing; • Seek guidance, report suspected violations and express concerns regarding compliance with accuracy of books and records.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of ability in interacting with people and performing job duties with highest standards of professional ethics, act with integrity and comply with regulations and bank policies all the time; observing rules regarding anti-bribery and corruption. Avoiding self-dealings and acceptance of gift of favours;

	<ul style="list-style-type: none">• Maintaining trustworthiness and personal reputation in dealing with all customers; playing the role of a unifier and mediator as a banking practitioner between parties offering and demanding funds; and operating in strict compliance with professional and organizational ethics principles.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Utilise analytical power to drive business results
2. Code	109616L4
3. Range	Building, developing, demonstrating analytical skills and systematically using them in work situations. The context is relevant to daily business and operations situations which engage one's conceptual skills in collecting, differentiating and analysing different data to achieve business results. This applies to all levels of banking practitioners.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area Be able to:</p> <ul style="list-style-type: none"> • Understand the nature of the tasks and information which deducing and/or inducing to achieve business results; • Demonstrate knowledge in data gathering and analysis by applying them to collect, visualize and scrutinize information to see the bigger picture or trend behind facts; • Possess the knowledge of the usage of common analytical tools for different business or operational goals (e.g. SWOT analysis, PESTEL analysis & etc.). <p>6.2 Applications Be able to:</p> <ul style="list-style-type: none"> • Digest and evaluate the big pieces of information of a situation; break and re-arrange them to identify the details and the systematic trends or sequential links which bring them together to form the big picture; • Follow systematic protocol, procedures and a well-established plan as a common practice to carry out the analysis, e.g. sales cycle performance, customer feedback, etc.; • Apply data analysis common steps (i.e. data collection, data mining, data analysis, summarizing and reporting) to ensure the quality of analysis; • Develop subject-specific or project-specific analysis skills; • Select and apply appropriate tools for facilitating the analysis process for driving business results or operational goals. <p>6.3 Professional Behaviour and Attitude Be able to:</p> <ul style="list-style-type: none"> • Strengthen analytical skills by openly discuss the tasks with different parties and seek their feedback; • Articulate, analyse, solve complex issues and make decision with innovative ideas collected from different stakeholders' new perspectives; • Comply with regulatory requirements, professional ethics and internal guidelines of the bank to review the process of business and operations analysis.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstrating the ability of taking a large volume of data, analyse trends and produce results. It may include a systematic programme with accurate results output and a report on the effectiveness of a particular event such as a product promotion campaign, operations processes effectiveness or user-friendliness of particular services, etc.
8. Remark	

Specification of Competency Standards
For the Corporate/ Commercial Sector in Banking Industry
Unit of Competency

Functional Area – 11. Other Generic Competencies

(Key Function – 11.6 Personal Effectiveness)

1. Title	Upkeep high level of team-work spirit to build team synergy for achieving better performance
2. Code	109617L4
3. Range	The ability to engage others in teams at work. It is also the effort to build teams in which other people being involved feel valued and are willing to strive to achieve shared vision and team goals. This applies to both internal work team and special project team situations which involves multi-disciplinary professionals from external sources.
4. Level	4
5. Credit	3 (For Reference Only)
6. Competency	<p>Performance Requirements</p> <p>6.1 Knowledge in the Subject Area</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Possess knowledge in building team spirit through various types motivational activities or strategies for striving the achievement of shared goals in a co-operative and committed climate; • Understand the common goals of the team and the acceptance level and relevancy of these team goals to the goals at personal level; • Comprehend the concepts and skills in teamwork development and apply them to encourage other team members to contribute to team goals. <p>6.2 Applications</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Share information and clarify team objectives to make decisions; • Provide feedback and exchange ideas to help team members to learn from the experience; • Adopt team approach to jointly resolve problems when the team encounter difficulties or problems to achieve the team goals; • Apply appropriate motivational strategies to help team members stay focus and to upkeep the team spirit. <p>6.3 Professional Behaviour and Attitude</p> <p>Be able to:</p> <ul style="list-style-type: none"> • Identify causes of conflicts among team members and settle effectively by promoting team co-operation and respect on individual roles; • Encourage participation and involvement of related parties in team decisions; • Be sensitive to the abilities and preference of individual team member; understand how they can best contribute to the team goals and utilize their talents and ideas.
7. Assessment Criteria	<p>The integral outcome requirements of this UoC are:</p> <ul style="list-style-type: none"> • Demonstration of positive behaviours in building team spirit. The course of actions is able to ensure team members' contribution in helping the achievement of shared team goals, hence to maximize efficiency and effectiveness in teamwork.
8. Remark	